United Nations A/72/6 (Sect. 18)

General Assembly

Distr.: General
21 April 2017

Original: English

Seventy-second session

Proposed programme budget for the biennium 2018-2019*

Part V
Regional cooperation for development

Section 18
Economic and social development in Africa

(Programme 15 of the biennial programme plan for the period 2018-2019)**

Contents

		Page
Section 18		3
Overview		3
Section 18A. Regional commission in Africa		4
Overview		4
	Overall orientation	5
	Overview of resources	8
	Other information	11
A.	Policymaking organs	13
B.	Executive direction and management	15
C.	Programme of work	20
	Subprogramme 1. Macroeconomic policy	21
	Subprogramme 2. Regional integration and trade	24
	Subprogramme 3. Innovations, technologies and management of Africa's natural resources	28

* A summary of the approved programme budget will be issued as A/72/6/Add.1.

** A/71/6/Rev.1.

17-06489 (E) 260517

Please recycle

Subprogramme 4. Statistics 32
Subprogramme 5. Capacity development 37
Subprogramme 6. Gender and women in development 39
Subprogramme 7. Subregional activities for development 41
Subprogramme 8. Development planning and administration 57
Subprogramme 9. Social development policy 60
D. Programme support 63
Section 18B. Regional Commissions New York Office 64
Overview 64
Overall orientation 65
Overview of resources 66
Annexes***
IA. Organizational structure for the Economic Commission for Africa and post distribution for the biennium 2018-2019 70
IB. Organizational structure for the Regional Commissions New York Office and post distribution for the biennium 2018-2019 71
II. Summary of follow-up actions taken to implement relevant recommendations of the oversight bodies 72

*** The present report does not contain an annex on outputs included in the biennium 2016-2017 not to be delivered in 2018-2019, given that there are no discontinued outputs.

Section 18

Overview

Table 18A.1 **Financial resources by component**

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
18A	Regional commission in Africa	140 354.7	151 488.1	(218.6)	–	(175.8)	(2 200.6)	(2 595.0)	(1.7)	148 893.1	11 323.1	160 216.2
18B	Regional Commissions New York Office	1 873.3	1 961.0	–	–	15.7	–	15.7	0.8	1 976.7	55.4	2 032.1
	Subtotal	**142 228.1**	**153 449.1**	**(218.6)**	**–**	**(160.1)**	**(2 200.6)**	**(2 579.3)**	**(1.7)**	**150 869.8**	**11 378.5**	**162 248.3**

(2) *Extrabudgetary*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
18A	Regional commission in Africa	43 640.3	49 473.8	47 553.9
18B	Regional Commissions New York Office	–	–	–
	Subtotal	**43 640.3**	**49 473.8**	**47 553.9**
	Total	**185 868.4**	**202 922.9**	**209 802.2**

Table 18A.2 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
18.A — Professional and higher	235	233	1	1	–	–	82	73	318	307
18.A — Other	311	302	1	1	–	–	117	80	429	383
Subtotal	**546**	**535**	**2**	**2**	**–**	**–**	**199**	**153**	**747**	**690**
18.B — Professional and higher	4	4							4	4
18.B — General Service	2	2	–	–	–	–	–	–	2	2
Subtotal	**6**	**6**	**–**	**–**	**–**	**–**	**–**	**–**	**6**	**6**
Total	**552**	**541**	**2**	**2**	**–**	**–**	**199**	**153**	**753**	**696**

18A.1 Section 18 comprises part A, Regional commission in Africa, and part B, Regional Commissions New York Office. The overall resources proposed for the biennium 2018-2019 for this section amount to $150,869,800 before recosting, reflecting a net decrease of $2,579,300 (or 1.7 per cent) compared with the appropriation for 2016-2017.

Section 18A
Regional commission in Africa

Overview

Table 18A.3 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	151 488 100
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(218 600)
Changes within and/or across section(s)	(175 800)
Other changes	(2 200 600)
Total resource change	(2 595 000)
Proposal of the Secretary-General for 2018-2019[a]	148 893 100

[a] At 2016-2017 revised rates.

Table 18A.4 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	548	1 USG, 2 D-2, 15 D-1, 41 P-5, 148 P-4/3, 29 P-2/1, 15 NPO, 297 LL
New post	1	1 P-5 in Programme support
Reclassification	–	1 P-4 as P-5 under executive direction and management
		1 P-4 as P-3 under executive direction and management
		1 P-4 as P-3 under subprogramme 7, component 3
		1 P-4 as P-3 under subprogramme 9
		1 P-3 as P-4 under programme support
Redeployment	–	1 P-2 from programme support to executive direction and management
		1 LL from subprogramme 2 to executive direction and management
		1 LL from programme support to subprogramme 5
Abolishment	(12)	1 P-3 in programme support
		1 P-2 in subprogramme 3
		1 P-2 in subprogramme 2
		6 LL in programme support
		1 LL in subprogramme 1
		1 LL in subprogramme 2
		1 LL in subprogramme 9
Proposed for the biennium 2018-2019	537	1 USG, 2 D-2, 15 D-1, 43 P-5, 146 P-4/3, 27 P-2/1, 15 NPO, 288 LL

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Overall orientation

18A.2 The overall purpose of the biennial programme plan is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation. This is in line with the priorities and vision articulated in the African Union's Agenda 2063: The Africa We Want, the New Partnership for Africa's Development (NEPAD) programme and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Assembly resolution 69/313, annex) and the outcomes of other major United Nations conferences and international agreements concluded since 1992.

18A.3 At the twenty-fourth ordinary session of the Assembly of the African Union, held in January 2015, the Heads of State and Government of the African Union adopted Agenda 2063: The Africa We Want, which sets out Africa's development trajectory for the next 50 years. It is a forward-looking continental framework founded on the African Union's vision of an integrated, prosperous and peaceful Africa driven by its own citizens and representing a dynamic force in the global arena.

18A.4 Agenda 2063 represents the region's guiding framework for the implementation of the 2030 Agenda for Sustainable Development. In addition, the Addis Ababa Action Agenda is an integral part of and contributes to the means of implementation articulated in the 2030 Agenda. The three initiatives are therefore mutually reinforcing.

18A.5 The prime mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development, held in 2012.

18A.6 The resolutions adopted at the forty-eighth session of ECA, held in Addis Ababa in March 2015, also form the basis for the present biennial programme plan. They include Commission resolutions 928 (XLVIII), entitled "Implementing Agenda 2063: planning, mobilizing and financing for development"; 929 (XLVIII), on the Third International Conference on Financing for Development; 930 (XLVIII), on the African Regional Forum on Sustainable Development; 931 (XLVIII), on the data revolution and statistical development; 934 (XLVIII), on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and 935 (XLVIII), on least developed countries in Africa.

18A.7 Many African economies grew steadily during the first 15 years of the millennium, with remarkable progress made in advancing economic and social development, including progress towards meeting some of the targets of the Millennium Development Goals by 2015. Average gross domestic product growth accelerated from 3.7 per cent in 2013 to 3.9 per cent in 2014, which is relatively good in global terms, albeit still far below the double-digit growth needed for structural transformation.

18A.8 Africa's growth was largely underpinned by private consumption and gross capital formation, supported by improved governance and macroeconomic management; continued urbanization; a still-rising middle class that is driving aggregate demand; increasing trade and investment ties with emerging economies; and recent positive developments in the area of regional integration and trade partnerships in the region.

18A.9 Although the medium-term economic outlook for the continent remains favourable, there are risks that could adversely affect its growth prospects, such as the fall in the price of oil and other commodities, the slow economic recovery in developed countries, tighter global monetary policies, weather-related shocks, and political instability in some African countries.

18A.10 The current pattern and quality of growth in the region leave large segments of the population trapped in poverty and vulnerability, particularly in rural areas and on the outskirts of growing

cities. The deep, persistent and enduring inequalities across the continent have economic, social and political consequences as well. Over the long run, those consequences risk undermining economic growth, productivity and the development of markets. They weaken confidence in Governments and institutions and create conditions for open conflict and social unrest, as the recent experience of some African countries has shown. Ultimately, the objective is to ensure that public policies reach out to those remaining behind in order to reap the expected benefits of the region's demographic dividend and advance gender equality and the economic empowerment of women.

18A.11 Structural transformation in Africa's economies remains the highest priority, and industrialization is the top strategy for achieving it in practice. Implementing Agenda 2063 and fulfilling the Sustainable Development Goals will require a major redesign of growth strategies across the continent.

18A.12 The time has never been better for African countries to follow the right path towards sustainable development. In 2015, three landmark global agreements were reached that align well with Africa's need to industrialize by generating greener and more inclusive growth. The Sustainable Development Goals place equality, sustainability and universal basic needs at the heart of the common global economic strategy. The Addis Ababa Action Agenda offers a comprehensive framework for financing Africa's industrialization and structural transformation with an emphasis on domestic resource mobilization, and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change leads to a shift to low emissions and puts the global economy on course for transforming its energy systems.

18A.13 In order for Africa to grow and transform, the structural transformation and diversification of its economies through industrialization are imperative. The current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. Increasingly, there is consensus regarding the urgent need to ensure that growth is sustainable and inclusive and that the sources of growth are diversified to reduce the vulnerability of African economies to internal and external shocks such as global consumption shocks, financial, economic and debt crises and the impact of climate change. In this regard, appropriate policies that promote inclusive growth, productivity enhancement and structural transformation through industrialization, value addition, export diversification and regional integration remain paramount. African economies will also require improvements in terms of managing the public sector, mobilizing domestic resources, combating illicit financial flows and reforming tax policies.

18A.14 Implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 will require the raising of awareness as well as strengthening of the capacities of planning agencies to integrate the initiatives into national planning frameworks and the identification of innovative financing and means of implementation, including the mobilization of domestic resources and the leveraging of external financing. Finally, a data revolution will constitute the lifeblood of the follow-up and review process and will require resources and strengthened capacities for data collection, storage and analysis grounded in robust statistical systems.

18A.15 On the basis of the foregoing analysis, and with due consideration for the development context shaping the region and the Commission's key mandates, ECA is positioning its programmatic orientation in terms of the continuity of the work that it carried out in the biennium 2014-2015, with enhancements to effectively support the implementation of and follow-up to the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and Agenda 2063.

18A.16 This programmatic enhancement will require a focus on the following seven interrelated areas of activity in support of Agenda 2063 and its first 10-year implementation plan (2013-2023): (a) strengthening the capacities of member States, regional economic communities and the African Union Commission to ensure coherence, consistency and coordination across the African development goals; (b) integrating Agenda 2063 and the African development goals into national planning and fiscal frameworks; (c) strengthening capacities for the follow-up to and review of Agenda 2063 and the African development goals; (d) strengthening the statistical systems of member States; (e) identifying and promoting the financing of Agenda 2063 in terms of domestic

and external resource mobilization, including addressing illicit financial flows; (f) leveraging science, technology and innovation; and (g) leveraging South-South and regional partnerships.

18A.17 The Commission's overall strategy for achieving the objectives of the programme will continue to be centred on nine interdependent and complementary subprogrammes, as follows: Macroeconomic policy; Regional integration and trade; Innovations, technologies and management of Africa's natural resources; Statistics; Capacity development; Gender and women in development; Subregional activities for development; Development planning and administration; and Social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the present biennial programme plan.

18A.18 The Commission's strategic objectives are to achieve a higher level of policy influence in support of Africa's transformation agenda; to earn greater credibility and trust through the production of high-quality, evidence-based and "good-fit" policy research and knowledge delivery services; to enhance its accountability mechanisms and deepen the learning culture across all streams of work at the Commission; and to strengthen its operational effectiveness in order to better support the timely delivery of its knowledge production and capacity development services.

18A.19 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes in accordance with its quality assurance policy.

18A.20 Strategic partnerships will continue to be central to the implementation of the programme. In line with its partnership strategy, ECA is leveraging its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To that end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional and subregional coordination mechanisms of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels, and the United Nations-African Union partnership on Africa's integration and development agenda for the period 2017-2027. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the agencies, funds and programmes.

18A.21 ECA will continue to build on its existing partnerships with the African Union, the African Development Bank and other regional and subregional organizations, as well as with universities, think tanks, other research institutions, civil society and private sector organizations. In addition, ECA will continue to work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development.

18A.22 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, including an executive performance management dashboard as well as an evaluation policy. Both have been designed to review progress and achievements in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the strategic orientation of the Commission.

Overview of resources

18A.23 The overall resources proposed for the biennium 2018-2019 amount to $148,893,100 before recosting, reflecting a net decrease of $2,595,000 (or 1.7 per cent) compared with the appropriation for 2016-2017. Resource changes result from three factors: (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts established in 2016-2017; (b) changes within and/or across section(s); and (c) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

18A.24 The distribution of resources is reflected in tables 18A.5 and 18A.6.

Table 18A.5 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Policymaking organs	871.3	956.6	–	–	–	–	–	–	956.6	146.1	1 102.7
B	Executive direction and management	13 733.3	17 199.9	303.4	–	279.6	(238.1)	344.9	2.0	17 544.8	862.0	18 406.8
C	Programme of work											
	1 Macroeconomic policy	7 603.5	7 268.0	–	–	–	(56.2)	(56.2)	(0.8)	7 211.8	291.6	7 503.4
	2 Regional integration and trade	7 113.6	6 915.9	–	–	(55.3)	(280.8)	(336.1)	(4.9)	6 579.8	210.8	6 790.6
	3 Innovations, technologies and management of Africa's natural resources	5 773.4	5 274.4	–	–	–	(224.6)	(224.6)	(4.3)	5 049.8	280.9	5 330.7
	4 Statistics	8 986.0	9 058.7	201.3	–	–	–	201.3	2.2	9 260.0	357.7	9 617.7
	5 Capacity development	3 035.6	3 258.9	–	–	56.2	–	56.2	1.7	3 315.1	140.7	3 455.8
	6 Gender and women in development	759.0	1 310.5	372.6	–	1.4	–	374.0	28.5	1 684.5	131.7	1 816.2
	7 Subregional activities for development											
	(a) Subregional activities in North Africa	6 307.9	6 598.4	–	–	(8.0)	(140.0)	(148.0)	(2.2)	6 450.4	463.3	6 913.7
	(b) Subregional activities in West Africa	6 514.1	6 376.7	–	–	(9.1)	(140.0)	(149.1)	(2.3)	6 227.6	471.0	6 698.6
	(c) Subregional activities in Central Africa	6 552.5	7 175.4	–	–	(51.9)	(210.2)	(262.1)	(3.7)	6 913.3	578.3	7 491.6
	(d) Subregional activities in East Africa	6 236.9	6 548.0	–	–	(31.9)	(140.0)	(171.9)	(2.6)	6 376.1	457.9	6 834.0

		2014-2015 expenditure	2016-2017 appropriation	Resource changes: Technical adjustment (non-recurrent biennial provision of posts)	Resource changes: New and expanded mandates	Resource changes: Within and or across section(s)	Resource changes: Other	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2018-2019 estimate
	(e) Subregional activities in Southern Africa	6 195.9	6 708.9	–	–	–	(101.2)	(101.2)	(1.5)	6 607.7	497.2	7 104.9
8	Development planning and administration	2 600.0	2 600.0	–	–	–	–	–	–	2 600.0	–	2 600.0
9	Social development policy	5 529.6	5 824.7	20.5	–	(60.0)	(56.2)	(95.7)	(1.6)	5 729.0	205.3	5 934.3
	Subtotal, C	**73 208.0**	**74 918.5**	**594.4**	**–**	**(158.6)**	**(1 349.2)**	**(913.4)**	**(1.2)**	**74 005.1**	**4 086.4**	**78 091.5**
D	Programme support	52 542.2	58 413.1	(1 116.4)	–	(296.8)	(613.3)	(2 026.5)	(3.5)	56 386.6	6 228.6	62 615.2
	Subtotal	**140 354.8**	**151 488.1**	**(218.6)**	**–**	**(175.8)**	**(2 200.6)**	**(2 595.0)**	**(1.7)**	**148 893.1**	**11 323.1**	**160 216.2**

(2) *Extrabudgetary*

Component		2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A	Policymaking organs	–	–	–
B	Executive direction and management	2 675.6	3 452.5	2 917.1
C	Programme of work	40 628.4	39 804.2	39 972.0
D	Programme support	336.3	6 217.1	4 664.8
	Subtotal	**43 640.3**	**49 473.8**	**47 553.9**
	Total	**183 995.1**	**200 961.9**	**207 770.1**

Table 18A.6 Post resources

Category	Established regular budget 2016-2017	Established regular budget 2018-2019	Temporary: Regular budget 2016-2017	Temporary: Regular budget 2018-2019	Temporary: Other assessed 2016-2017	Temporary: Other assessed 2018-2019	Temporary: Extrabudgetary 2016-2017	Temporary: Extrabudgetary 2018-2019	Total 2016-2017	Total 2018-2019
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	2	2	–	–	–	–	–	–	2	2
D-1	15	15	–	–	–	–	4	3	19	18
P-5	41	43	–	–	–	–	14	12	55	55
P-4/3	147	145	1	1	–	–	58	53	206	199
P-2/1	29	27	–	–	–	–	6	5	35	32
Subtotal	**235**	**233**	**1**	**1**	**–**	**–**	**82**	**73**	**318**	**307**
Other										
National Professional Officer	14	14	1	1	–	–	11	12	26	27

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Local level	297	288	–	–	–	–	106	68	403	356
Subtotal	**311**	**302**	**1**	**1**	**–**	**–**	**117**	**80**	**429**	**383**
Total	**546**	**535**	**2**	**2**	**–**	**–**	**199**	**153**	**747**	**690**

Table 18A.7 **Distribution of resources by component**

(Percentage)

Component	Regular budget	Extrabudgetary
A. Policymaking organs	0.6	–
B. Executive direction and management	11.8	6.1
C. Programme of work		
1. Macroeconomic policy	4.8	5.5
2. Regional integration and trade	4.4	20.4
3. Innovations, technologies and management of Africa's natural resources	3.4	26.5
4. Statistics	6.2	13.5
5. Capacity development	2.2	1.4
6. Gender and women in development	1.1	8.6
7. Subregional activities for development	21.9	4.1
8. Development planning and administration	1.8	0.9
9. Social development policy	3.9	3.2
Subtotal, C	**49.7**	**84.1**
D. Programme support	37.9	9.8
Total	**100.0**	**100.0**

Technical adjustments

18A.25 Resource changes reflect a net decrease of $218,600 relating to: (a) the removal of non-recurrent requirements in the amount of $1,116,400 for the renovation of the Africa Hall building under programme support, and $97,100 under subprogramme 9 pursuant to General Assembly resolution 71/280 relating to the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration; and (b) the increase of $994,900 relating to the biennial provision of six new posts established following the approval of the proposed programme budget for the biennium 2016-2017 with regard to the final stage of restructuring in line with the new ECA business model and support for the Office of the new Deputy Executive Secretary, and two posts established in 2016-2017, effective 1 January 2017, pursuant to section XII of General Assembly resolution 71/272 A, in support of the implementation of the 2030 Agenda for sustainable development.

Changes within and/or across section(s)

18A.26 Resource changes, proposed on a cost-neutral basis, reflect the internal redistribution of resources from programme support and programme of work to executive direction and management, including the upward reclassification of two posts (1 Finance and Budget Officer (P-4) as Chief of Section (P-5) and 1 Chief of Unit, Public Information (P-3) as a P-4 post) and the downward reclassification of three P-4 posts (1 Programme Management Officer, 1 Economic Affairs Officer and 1 Social Affairs Officer) as P-3 posts. The net decrease of $175,800 reflects the one-time resource reduction related to the delayed recruitment factor applied to the new post of Chief of Section, Office of the Director of Administration (P-5) proposed for establishment under

programme support in the biennium 2018-2019, and offset by the abolishment of a post of Human Resources Officer (P-3) and a post of Supply Assistant (Local level).

Other changes

18A.27 Resource changes reflect a reduction of $2,200,600 made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Commission to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

18A.28 For ECA, this translates into post reductions amounting to $871,500, which fall under programme of work ($617,800) and programme support ($253,700), and non-post reductions amounting to $1,329,100, which fall under executive direction and management ($238,100), programme of work ($731,400) and programme support ($359,600).

Extrabudgetary resources

18A.29 ECA receives both cash and in-kind contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates.

18A.30 During the biennium 2018-2019, it is anticipated that extrabudgetary resources in cash will amount to $47,553,900, representing 22.9 per cent of the overall requirements for ECA and reflecting a projected decrease of $1,919,900 compared with the revised estimate of $49,473,800 for the biennium 2016-2017. It is anticipated that 153 posts will be financed from extrabudgetary resources in the biennium 2018-2019, reflecting a projected decrease of 46 posts compared with the 199 estimated for 2016-2017. The lower projections for the biennium 2018-2019 are due mainly to the anticipated global and continental economic downturn, slowing growth in emerging economies, declines in commodity prices and resulting impacts on many economies, including in Africa.

18A.31 Extrabudgetary resources are mobilized mostly from bilateral sources under agreements between ECA and global and regional institutions and organizations concerned with African development. Resources will finance primarily technical cooperation activities and build the capacities of member States in a number of priority areas, such as macroeconomic policy, industrialization, development planning, trade and natural resources contract negotiation. The resources will also cover activities related to knowledge management, statistics, social development and gender.

18A.32 During the biennium 2018-2019, anticipated in-kind contributions would provide for rent-free premises with an estimated value of $2.3 million.

Other information

18A.33 ECA has undertaken measures and actions to fully implement the following initiatives: (a) promoting personal accountability among managers and staff; (b) reviewing and revising processes to improve efficiency in programme management and delivery; and (c) recognizing the important role of oversight bodies and the efficient implementation of accepted recommendations. In order to strengthen personal accountability at all levels, the Commission has worked to ensure that the performance appraisal system is functioning effectively by training the relevant focal points, setting milestones and closely monitoring the timely completion of the cycle by all staff. It has also increased its offerings of training courses in the areas of ethics, integrity and professional development. These include "Working together: professional ethics and integrity", the Leadership

Development Programme, the Management Development Programme and "Competency-based selection and interviewing skills". To improve accountability and efficiency in programme management and delivery, ECA has established a revised programme/project manual and ensures that all staff involved in programme management is trained using best practices aligned with international best practices and standards.

18A.34 Furthermore, ECA has continued to promote its programme accountability framework by providing regular feedback on programme performance, facilitating the decision-making process and contributing to the management of results. The main components of the accountability framework (the performance management dashboard, the quality assurance policy and the evaluation policy) contribute to the entrenchment of credible operational practices to increase confidence and trust in the Commission's role and contribution with respect to the region's socioeconomic transformation agenda. The framework reflects an integrated approach to results and resource management, promotes accountability measures through incentives, brings together streams of work in evidence-based policy research and knowledge delivery to enhance the impact of policy, and acknowledges the centrality of knowledge management and strategic partnership and the role of risk management in a results-based environment. The accountability framework provides the basis for the effective communication of management and development results to internal and external audiences.

18A.35 Resources identified for the conduct of evaluation for this section would amount to $1,822,300, based on: (a) 55.5 work-months of staff, comprising 35 work-months of staff in the Professional category and 20.5 work-months of staff at the Local level ($564,800); and (b) $1,257,500 for non-post requirements, consisting of $563,900 from the regular budget and $693,600 from extrabudgetary resources, which would provide for both mandatory self-assessment and discretionary self-evaluation. Periodic thematic evaluations and evaluations of organizational performance would cover the main programme responsibilities and deliverables of the Commission. Requirements would also provide for mandatory self-assessment, involving measures of whether the programme is on track for achieving the expected results as proposed in the context of the logical frameworks approved for 2018-2019.

18A.36 During the biennium 2016-2017, ECA carried out a series of evaluation exercises which proved that it was effective in producing high-quality advisory support, knowledge products and tools as a think tank and an influence on policy in the region in all its areas of work, that its business plan addressed the transformative agenda of the continent, that projects were well designed and had achieved their objectives and that the capacity-building components of projects had resulted in more effective and efficient institutions that would contribute to the sustainability of the interventions beyond the lifespans of the projects. During the biennium 2018-2019, ECA will focus on addressing the two main recommendations aimed at improving the coherence of its results framework, linking the objectives of subprogrammes to higher-level goals and strengthening gender responsiveness in terms of project design and implementation.

18A.37 Following a review of the publications pertaining to each subprogramme, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 18A.8 and as distributed in the output information for each subprogramme.

Table 18A.8 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	49	–	–	56	–	–	67
Non-recurrent	–	–	68	–	–	88	–	–	94
Total	**–**	**–**	**117**	**–**	**–**	**144**	**–**	**–**	**161**

18A.38 The Commission continues to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the Regional Coordination Mechanism of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. ECA also works closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, the Commission works closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes.

A. Policymaking organs

Resource requirements (before recosting): $956,600

Standing intergovernmental organs and expert bodies

Economic Commission for Africa *(Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa)*

18A.39 ECA provides the legislative mandate and policy guidance for the work of its secretariat. The terms of reference of the Commission were established by the Economic and Social Council in its resolution 671 A (XXV) of 29 April 1958 and subsequent amendments. The Commission is composed of 54 members and reports to the Council.

18A.40 The Commission holds annual sessions to review the work of its secretariat, approve its biennial programme of work and make decisions on the recommendations of its subsidiary bodies and of the Executive Secretary. Since 2008, the annual session of the Commission has been organized jointly with the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration. The annual session also serves as a forum for articulating the position of Africa on development issues on the agenda of the United Nations. The Committee of Experts is an integral part of the session of the Commission that meets prior to and provides technical support for the Conference of African Ministers of Finance, Planning and Economic Development. The fifty-first and fifty-second sessions of ECA will be convened in 2018 and 2019 with a Committee of Experts segment for the consideration of programmatic agenda items, followed by the ministerial segment.

Subregional intergovernmental committees of experts

18A.41 The five subregional intergovernmental committees of experts meet annually between February and March prior to and report to the Conference of African Ministers of Finance, Planning and Economic Development. They oversee the overall formulation and implementation of the programme of work and priorities of the subregional offices and make recommendations on issues concerning economic and social development in their subregions, as well as on the promotion and strengthening of subregional economic cooperation and integration. They also provide a platform for subregional ministerial caucuses for the discussion of specific subregional development challenges, whose outcomes are brought to the attention of the Conference.

18A.42 ECA comprises four specialized subsidiary intergovernmental committees composed of experts and policymakers that meet biennially. The Committee on Gender and Social Development provides guidance to the Commission in its work of promoting equitable and inclusive human and social development in Africa, with a particular focus on gender, employment, population and youth development, social protection and urbanization. It reviews follow-up activities pertaining to global conferences and regional action programmes in the areas of social development, including the global and regional platforms for action on the advancement of women. It also reviews major

trends and issues of regional interest regarding human and social development. The Committee will meet in 2019.

18A.43 The Committee on Sustainable Development provides advice to the Commission on the integration of the economic, social and environmental dimensions of sustainable development in line with the outcome of the United Nations Conference on Sustainable Development, the 2030 Agenda for Sustainable Development. In this regard, the Committee will provide guidance for the work of the Commission in the interlinked areas of natural resources development and management, comprising climate change, green economy, low carbon development and science technology and innovation. In response to the mandate from the United Nations Conference on Sustainable Development and the 2030 Agenda on promoting balanced integration of the three dimensions of sustainable development, the members of the Committee represent the three constituencies — economic, social and environmental — as well as ministries related to science, technology and innovation. The Committee will meet in 2019. The outcomes of the meeting will feed into the Conference of Ministers and guide work on the 2030 Agenda as well as the African Regional Forum on Sustainable Development.

18A.44 The Committee on Regional Cooperation and Integration promotes the implementation of measures designed to strengthen economic cooperation and integration among African countries. It coordinates and harmonizes policies and programmes among African countries as a prerequisite for accelerating regional economic integration, with a particular focus on critical sectors such as trade and investment policy, as well as infrastructure and industrialization. It comprises experts in the fields of industry, trade and integration drawn from Governments and the private sector. The Committee will meet in 2019.

18A.45 The Committee on Statistics is responsible for providing strategic direction for the work of the Commission on statistics and statistical development in Africa, covering all the relevant fields of statistics. The members of the Committee include experts in such fields as statistics, planning, and information and communications technology (ICT), including geo-information. The Committee will meet in 2018.

18A.46 With the exception of the Commission, which meets in a six-day annual session, all intergovernmental organs of the Commission will meet for a duration ranging from three to five days.

18A.47 The distribution of resources for policymaking organs is reflected in table 18A.9.

Table 18A.9 **Resource requirements: Policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017 (starting position)*	*2018-2019 (estimate)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	956.6	956.6	–	–
Total	**956.6**	**956.6**	–	–

18A.48 Resource requirements in the amount of $956,600 would provide for other staff costs, communications and supplies and materials required for servicing the session of the Commission and its subsidiary bodies.

B. Executive direction and management

Resource requirements (before recosting): $17,544,800

18A.49 Executive direction and management comprises the Office of the Executive Secretary; the Strategic Planning, Partnerships and Operational Quality Division; the Public Information and Knowledge Management Division; and Business Continuity.

18A.50 The Office of the Executive Secretary maintains and manages effective partnerships and collaboration with major African continental organizations such as the African Union Commission and the African Development Bank and regional economic communities, as well as other key stakeholders, in order to promote synergies in policies and activities on major regional development issues and concerns for Africa. It fosters African ownership and consensus-building on emerging and urgent development policy issues facing the continent and promotes policy advocacy on Africa in the international community. The Office promotes the effective coordination of the role of the United Nations in Africa by maintaining regular consultations with organizations of the United Nations system working in Africa to promote concerted action on United Nations system activities including the annual session of the Regional Coordination Mechanism for Africa. It also strengthens collaboration with the other regional commissions with a view to sharing experiences and coordinating and harmonizing actions on issues of mutual and collective interest.

18A.51 In addition, the Office provides support in setting the overall strategic direction and management of the secretariat of the Commission while ensuring the optimal use of resources, and advises the Executive Secretary on specific questions of policy and on legal, management and subregional cooperation. It maintains relations with member States, United Nations organizations and other international organizations. The Office provides policy guidance and leadership for the formulation of regional strategies and programmes in line with the goals set out in the 2030 Agenda and Agenda 2063. It represents the United Nations Legal Counsel in Addis Ababa and represents the Secretary-General in all matters relating to the United Nations Dispute Tribunal. It also provides oversight on the organization and functioning of the annual session of the Commission and ensures the effective implementation of actions emanating from resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations.

18A.52 The Office oversees special initiatives, such as the African Development Forum, the Coalition for Dialogue on Africa and the Strategic Partners Forum, designed to reinforce the work of the Commission and thus provide further impetus to Africa's development agenda. The Office also plays a critical leadership and oversight role in terms of ECA support for the African Peer Review Mechanism, the overall NEPAD process and the Consortium to stem Illicit Financial Flows from Africa to implement the recommendations of the High-level Panel on Illicit Financial Flows from Africa. In addition, the Office will coordinate the Commission's substantive and administrative backstopping of the High-level Panel on Migration to provide overall guidance and support for policy dialogues on an African perspective regarding international migration in Africa.

18A.53 It is proposed that the Office of Partnership be integrated into the Strategic Planning and Operational Quality Division to form the Strategic Planning, Partnerships and Operational Quality Division in order to promote coherent mobilization of resources, improve efficiency in the use of ECA resources, enhance the Commission's operational effectiveness, improve its accountability and facilitate its policy influence.

18A.54 The Strategic Planning, Partnerships and Operational Quality Division would include the Evaluation Section, the Policy and Programme Management Section, the Integrated Planning and Budgeting Section, the Partnership and Resource Mobilization Section and the Operational Quality Section. The Division supports and advises the Executive Secretary on overall strategic direction, priorities and policies in the areas of programme coordination, planning and budgeting, monitoring, evaluation, partnerships and technical cooperation programmes and operational quality assurance, including reporting on the implementation of the Commission's programme of work within a results-oriented framework to ensure organizational effectiveness.

18A.55 The Division manages and reports on technical cooperation projects and funds, builds and maintains partnerships between ECA and its development partners and mobilizes extrabudgetary resources. It coordinates the Commission's reporting on performance to relevant intergovernmental bodies and reports on the implementation of relevant resolutions and decisions of intergovernmental bodies. It responds to requests from United Nations Headquarters on programme- and budget-related matters, including contributing to initiatives at the global level. It provides support for ECA subprogrammes in the implementation of guidelines and directives established by the General Assembly. It maintains liaison with and coordinates ECA-wide reporting to oversight bodies including the Office of Internal Oversight Services and external auditors.

18A.56 The Public Information and Knowledge Management Division promotes the visibility and impact of the Commission's work through its four sections: the Communications Section, the Publications Section, the Knowledge Services Section and the Information and Communications Technology Section. Visibility is promoted through robust communications capacities to engage the media and leverage multimedia tools, and through the sharing of the Commission's knowledge and library services with professional groups. Impact is promoted through strategic information and communications technology investments aimed at maximizing productivity and facilitating communication, and by sustaining the Commission's policy research publishing capacity at the level of a world-class think tank. Except for the Communications Section, the sections of the Division are budgeted under programme support.

18A.57 The Business Continuity activity at ECA ensures the continuity of critical operations at all times, including in the face of risks such as the threat of a pandemic, the localized sudden onset of a disaster, technological failures or military or terrorist-related incidents.

Table 18A.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with the United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced coordination, planning and monitoring of the programme of work and resources thereto	(i) Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100	98	95	95
		Estimate		98	95	93
		Actual			95	93
	(ii) Effective and timely delivery of component outputs and services	Target	100	100	100	100
		Estimate		98	98	98
		Actual			99	100
(b) Enhanced new and existing strategic and technical partnerships	Increased number and types of new strategic and technical partnerships in support of the knowledge production, dissemination and policy advocacy work of ECA	Target	180	280		
		Estimate		160	233	
		Actual			158	158
(c) Enhanced organizational learning and accountability through credible, reliable and useful evaluations of ECA programmes and projects	Strategic, thematic, subprogramme and project evaluations conducted and managed in accordance with United Nations Evaluation Group norms and standards	Target	100			
		Estimate		80		
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(d) Enhanced quality of ECA knowledge products and services through improved quality assurance processes	Effective quality reviews of the strategic relevance of key ECA products and services, including flagship publications	Target	100			
		Estimate		100		
		Actual			100	
(e) Broadened the extrabudgetary resource base through increased and predictable extrabudgetary funding	Increased extrabudgetary resource level [millions of United States dollars]	Target	46.2	51.7	73.0	44.5
		Estimate		39.8	72.2	52.0
		Actual			49.6	58.2
(f) Reduced exposure of ECA to risk, legal liabilities and claims	Percentage of agreements and legal instruments which expose ECA to necessary risk and liabilities	Target	6	7		
		Estimate		6	10	
		Actual			8	
(g) Communications, publications, knowledge services and ICT components of ECA subprogrammes are effectively delivered on a timely basis	Timely delivery of component outputs	Target	100	100		
		Estimate		100	80	
		Actual			80	
(h) The organizational change strategies under the purview of the Public Information and Knowledge Management Division(communications, publications, knowledge management and ICT) are introduced and implemented	Timely implementation of the business plan of the Division [number of recommendations in the strategy documents]	Target	100	100		
		Estimate		100	80	
		Actual			90	
(i) Policymaking organs are effectively supported with communications, documentation, knowledge and ICT services	Participant feedback on communication, documentation, knowledge and ICT services is favourable	Target	Very satisfactory	Very satisfactory		
		Estimate		Very satisfactory	Satisfactory	
		Actual			Satisfactory	
(j) ECA effectively builds up its media reputation (through press reports, media coverage, social media, website, etc.)	Increase in positive references to ECA policy research, recommendations and statistics in the media during a policy influence campaign	Target	10	10		
		Estimate		10		
		Actual				
(k) Enhanced reduction of carbon footprint for printing and publishing	Maintain emissions to ISO 14001-2004 certification standards	Target	Achieved	Achieved		
		Estimate		Achieved	Achieved	
		Actual			Achieved	
(l) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100			
		Estimate				
		Actual				
(m) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

18A.58 The component is expected to achieve its objectives and expected accomplishments on the assumption that member States and development partners: (a) continue to prioritize and invest in inclusive and sustainable economic and social development in support of accelerating Africa's

structural transformation; (b) effectively support ECA with the necessary core and extrabudgetary resources and supportive institutional and policy frameworks; (c) continue to request technical assistance from ECA in the implementation of their policies, programmes and projects; and (d) implement activities that contribute to the results of this work programme.

Outputs

18A.59 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.11 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Meetings of the fifty-first and fifty-second sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts and its subsidiary bodies	8
Parliamentary documentation	
2. Report of the Executive Secretary on the activities of ECA (annual report on the Commission)	2
3. Issue papers	2
4. ECA annual/biennial programme report (the 2017 report in 2018 and the 2018 report in 2019)	2
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
5. Annual evaluation reports	2
6. Reports on quality assurance	2
7. ECA business plan for 2018 and 2019	2
Special events	
8. Eleventh African Development Forum	1
9. Planning and substantive servicing of briefing meetings with Ambassadors	1
10. Partners round-table meetings (2 in 2018 and 2 in 2019)	4
11. United Nations Pledging Conference	2
Electronic, audio and video issuances, including films, videotapes, radio broadcasts, news, and documentary and feature programmes:	
12. Fifty-first session of the ECA Conference of Ministers — media coverage, daily newsletter, thematic exhibition of ECA at 60, launch of economic report on Africa (set)	1
13. Sixth Conference on Climate Change and Development in Africa — media coverage, daily newsletter, documentary on climate change impacts (set)	1
14. Twelfth African Development Forum — media coverage, daily newsletter, media training and documentary on related theme (set)	1
15. Statistical Commission for Africa activities — media coverage, media round table, media training and documentary on related theme (set)	1
Technical materials	
16. Production and publishing of 4 policy research journals — 3 co-published and 1 self-published (set)	1
International cooperation and inter-agency coordination and liaison (regular budget and extrabudgetary)	
Contribution to joint outputs	
17. Functional support for the effective functioning of the tripartite Joint Secretariat Support Office among ECA, the African Union and the African Development Bank as well as the activities of the Coalition for Dialogue on Africa	2
18. Substantive and administrative support for the Consortium to stem Illicit Financial Flows from Africa and special initiatives of the Executive Office such as the High-level Panel on Migration	2

Outputs	*Quantity*
19. Inputs to the ECA programme performance report for the biennium 2018-2019	1
20. Inputs to the ECA proposed strategic framework for the biennium 2020-2021	1
21. Inputs to the ECA proposed programme budget for the biennium 2020-2021	1
Technical cooperation (regular budget and extrabudgetary)	
Field projects	
22. A thematic coffee photo book depicting images from around Africa by a travel photographer as a complement to the *Economic Report on Africa 2018*, on ECA at 60	1
Fellowships and grants	
23. Visiting scholars, fellows and interns to support the strengthening of the planning culture within the Commission	2
24. Visiting scholars, fellows and interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture	1
25. Visiting scholars, fellows and interns to enhance the quality assurance capacity at ECA	2
26. Visiting scholars, fellows and interns to enhance the programme management function at ECA	2
Administrative support services (regular budget and extrabudgetary)	
Overall management	
27. Provision of legal advice, including review and clearance of agreements and training (set)	1
Internal oversight services:	
28. Review and updating of quality assurance policies and procedures	2
29. Reviews of major ECA products and services	12
30. Review and updating of programme management manual and tools to harmonize with Umoja (UE2 and programme management module)	1
31. Periodic programme and budget performance and management review meetings and programme and budget performance reports at the subprogramme level	4
32. Joint programme performance review meetings	4
33. Joint financial arrangement project review forums	4
34. Final evaluation of Development Account projects	3
35. Final evaluation of the joint financing agreement	1
36. Thematic evaluation	2
37. Review of evaluation policies	1

18A.60 The distribution of resources for executive direction and management is reflected in table 18A.12.

Table 18A.12 **Resource requirements: Executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	13 111.6	13 689.0	56	58
Non-post	4 088.3	3 855.8	–	–
Subtotal	**17 199.9**	**17 544.8**	**56**	**58**
Extrabudgetary	3 452.5	2 917.1	18	11
Total	**20 652.4**	**20 461.9**	**74**	**69**

18A.61 Post resources in the amount of $13,689,000, reflecting an increase of $577,400 compared with the appropriation for 2016-2017, would provide for the financing of 58 posts (1 USG, 2 D-2, 3 D-1,

9 P-5, 7 P-4, 12 P-3, 1 P-2, 1 National Professional Officer and 22 Local level) to support the implementation of mandates. The increase is due to: (a) the inward redeployment of a post of Associate Programme Management Officer (P-2) from programme support to the Operational Quality Section to ensure adequate staffing in carrying out quality assurance functions, and of a post of Staff Assistant (Local level) from subprogramme 2 to strengthen the Policy and Programme Management Section in ensuring better information and data management systems to support the performance management dashboard and other databases; and (b) the biennial provision of resources for the two new posts of Programme Officer (P-3 and P-4) established in the biennium 2016-2017. The proposal also reflects the upward reclassification of a post of Finance and Budget Officer (P-4) as a post of Chief of Section (P-5) in the newly created integrated Planning and Budgeting Section of the Strategic Planning, Partnerships and Operational Quality Division, fully offset by the downward reclassification of a post of Programme Management Officer (P-4) as a P-3 post.

18A.62 Non-post resources in the amount of $3,855,800, reflecting a decrease of $232,500 compared with the appropriation for 2016-2017, would provide primarily for other staff costs, consultants, the travel of staff, contractual services and general operating expenses. The decrease is due to efficiencies that ECA plans to bring about in the biennium 2018-2019, in particular under contractual services owing to decreased use of the services and equipment of contractors.

18A.63 During the biennium 2018-2019, projected extrabudgetary resources amounting to $2,917,100 would provide for 11 posts (1 P-4, 3 P-3, 3 National Professional Officer and 4 Local level) and non-post resources. The decrease of $535,400 reflects mainly a reduction under posts, which corresponds to the abolishment of nine Local level posts, offset in part by the establishment of a P-3 post to assist the Executive Secretary with policy and research issues and a National Professional Officer post to reinforce the Evaluation Section.

C. Programme of work

18A.64 The distribution of resources by subprogramme is reflected in table 18A.13.

Table 18A.13 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Macroeconomic policy	7 268.0	7 211.8	27	26
2. Regional Integration and trade	6 915.9	6 579.8	28	25
3. Innovations, technologies and management of Africa's natural resources	5 274.4	5 049.8	19	18
4. Statistics	9 058.7	9 260.0	38	38
5. Capacity development	3 258.9	3 315.1	11	12
6. Gender and women in development	1 310.5	1 684.5	5	5
7. Subregional activities for development				
(a) Subregional activities in North Africa	6 598.4	6 450.4	21	21
(b) Subregional activities in West Africa	6 376.7	6 227.6	20	20
(c) Subregional activities in Central Africa	7 175.4	6 913.3	21	21

Category	Resources (thousands of United States dollars) 2016-2017	2018-2019 (before recosting)	Posts 2016-2017	2018-2019
(d) Subregional activities in East Africa	6 548.0	6 376.1	21	21
(e) Subregional activities in Southern Africa	6 708.9	6 607.7	22	22
8. Development planning and administration	2 600.0	2 600.0	–	–
9. Social development policy	5 824.7	5 729.0	22	21
Subtotal	**74 918.5**	**74 005.1**	**255**	**250**
Extrabudgetary	39 804.2	39 972.0	103	92
Total	**114 722.7**	**113 977.1**	**358**	**342**

Subprogramme 1
Macroeconomic policy

Resource requirements (before recosting): $7,211,800

18A.65 Substantive responsibility for this subprogramme is vested within the Macroeconomic Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To accelerate economic transformation and inclusive development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States in forecasting and macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	(i) Increased number of member States that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic policies and plans for inclusive growth and structural transformation	Target	18	12	10	–
		Estimate		12	6	–
		Actual			10	–
	(ii) Increased number of member States that ECA assists in integrating and implementing the internationally agreed development agenda in their development planning and policy frameworks	Target	6	–	–	–
		Estimate		6	–	–
		Actual			–	–
(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for structural transformation and inclusive growth and sustainable development	Increased number of member States that rate ECA support for the development of policies on domestic and/or external resource mobilization and private sector development as "useful" or "very useful"	Target	18	12	10	–
		Estimate		12	10	–
		Actual			10	–

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
(c) Enhanced capacity of member States to adopt improved economic governance, public sector management and service delivery	Increased number of member States that rate ECA support for the development of policies for improved economic governance and public sector management as "useful" or "very useful	Target	30	25	–	–
		Estimate		25	22	–
		Actual			–	–

External factors

18A.66 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of the Commission's efforts and are fully on board for the incorporation of macroeconomic policies into their national development plans; (b) the changing macroeconomic and political environment does not lead to reductions in resources for implementing the programme; (c) national Governments are willing to steadily pursue institutional and policy reforms as well as to establish an enabling environment for other stakeholders to contribute effectively to continental, regional and country development and governance processes; and (d) the accurate data needed to carry out policy analysis and forecasts for policy advice are available in a timely manner.

Outputs

18A.67 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.15 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Parliamentary documentation	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent economic and social developments in Africa/African Development Week	2
Other services	
Other ad hoc expert groups	
2. Sustainable Development Goals progress report	2
3. Review of the draft *Economic Report on Africa*	2
4. Enhancing the efficiency of the ECA macroeconomic model	1
5. Theme and methodology of the sixth edition of the *African Governance Report*	1
6. Review the draft of the sixth edition of the *African Governance Report*	1
7. Emerging economic governance issues	1
8. Financialization and structural transformation in Africa	1
9. Emerging issues in private sector development	1
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
10. *Sustainable Development Goals Progress Report*	2
11. *Economic Report on Africa*	2
Non-recurrent publications	
12. Emerging issues in development planning: climate information for effective planning	1

Outputs	Quantity
13. Sixth edition of the *African Governance Report*	1
14. Emerging issues in inclusive economic structural transformation of African countries	1
15. Emerging macroeconomic issues in Africa	1
16. Emerging economic governance issues	1
17. Financialization and structural transformation in Africa	1
18. Emerging issues in private sector development	1
Booklet, pamphlets, fact sheet, wall charts, information kits	
19. Roll-out of ECA macroeconomic model for African member States	1
Special events	
20. Regional and international launch of the *Economic Report on Africa*	10
21. Launch of the *Sustainable Development Goals Report*	2
22. Launch of the sixth edition of the *African Governance Report*	1
23. African Economic Conference	2
Technical materials	
24. Policy briefs on emerging economic issues and challenges of relevance to Africa's growth and development	7
International cooperation and inter-agency coordination and liaison (regular budget)	
Contributions to joint outputs	
25. Contribution to the publication of *World Economic Situation and Prospects*, coordinated by the Department of Economic and Social Affairs	2
26. Report of the Secretary-General on progress of African least developed countries towards the Istanbul Programme of Action, jointly with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	2
Technical cooperation (extrabudgetary)	
Fellowships and grants	
27. Visiting scholars, fellows and interns to enhance capacity with regard to development issues and policy analysis	4
Field projects	
28. Implementation of and follow-up to Sustainable Development Goals in Africa	1
29. Development planning in member States through macroeconomic modelling	1
30. Acting as secretariat for the Consortium to Stem Illicit Financial Flows from Africa	1

18A.68 The distribution of resources for subprogramme 1 is reflected in table 18A.16.

Table 18A.16 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	6 137.5	6 081.3	27	26
Non-post	1 130.5	1 130.5	–	–
Subtotal	**7 268.0**	**7 211.8**	**27**	**26**
Extrabudgetary	2 545.4	2 610.0	4	3
Total	**9 813.4**	**9 821.8**	**31**	**29**

18A.69 The amount of $7,211,800, reflecting a decrease of $56,200 compared with the appropriation for 2016-2017, would provide for the financing of 26 posts (1 D-1, 4 P-5, 6 P-4, 4 P-3, 2 P-2 and 9 Local level) ($6,081,300) and non-post resources, primarily under experts, consultants, travel of staff and contractual services ($1,130,500), to support the implementation of mandates under the programme.

18A.70 The decrease of $56,200 is due to the abolishment of a post of Staff Assistant (Local level), made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.71 During the biennium 2018-2019, projected extrabudgetary resources amounting to $2,610,000 would provide for three posts (1 P-3 and 2 Local level) and non-post resources. The increase of $64,600 reflects additional requirements under non-post resources, offset in part by the reduction of a Local level post.

Subprogramme 2
Regional integration and trade

Resource requirements (before recosting): $6,579,800

18A.72 Substantive responsibility for this subprogramme is vested within the Regional Integration and Trade Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve effective regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to accelerate industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture	(i) Increased number of member States and regional economic communities using ECA proposed policies to design, implement and monitor programmes on infrastructure, regional value chains, food security and agriculture, taking into account related gender dimensions	Target	20	20		
		Estimate		20	15	
		Actual			15	
	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks	Target	45	15		
		Estimate		15	6	
		Actual			6	
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and create an environment conducive to attracting investments	(i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and attract foreign direct investment and African cross-border investment	Target	54	41		
		Estimate		45	29	
		Actual			29	

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Increased number of member States participating in regional free trade areas, including regional economic communities' free trade areas and Customs and monetary unions, that have harmonized their trade policies towards achievement of the Continental Free Trade Area	Target	20	20		
		Estimate		20	15	
		Actual			15	
(c) Improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender equitable land rights and effective and efficient use and management of land for sustainable development	Increased number of member States and regional economic communities implementing and monitoring land policies and programmes aligned with guidelines on land policy and other policy recommendations	Target	24	22		
		Estimate		22	17	
		Actual			17	

External factors

18A.73 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and development partners remain committed to the core and priorities of the outcomes of major summits and conferences on economic transformation and sustainable development; (b) regional economic communities and member States will commit to mainstreaming recommendations from its policy research work into national and regional action plans and implementing them assiduously; and (c) African Union member States conclude Africa Common Free Trade Area negotiations and establish the Continental Free Trade Area by the tentative date of 2017.

Outputs

18A.74 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.18 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Eleventh session of the Committee on Regional Cooperation and Integration	1
Parliamentary documentation	
2. Comprehensive report to the eleventh session of the Committee on Regional Cooperation and Integration	1
3. Report for the eleventh session of the Committee on Regional Cooperation and Integration on how member States are levelling the playing field for intra-African investment with a view to sharing best practices among member States	1
4. Status of food security in Africa	1
5. Updates on the status of international and intra-African trade	1
6. Revisiting policy, legislation and institutions for industrial development in Africa	1
7. Progress on land policy formulation and implementation in Africa	1

Outputs	Quantity
Other services	
Other ad hoc expert groups	
8. Position of policy options towards levelling the playing field for intra-African investment through the establishment of a common investment area in the Continental Free Trade Area	1
9. Assessment of regional integration in Africa	1
10. Transforming African agriculture through resilience-building and managed risks	1
11. Revising policy legislation and institutions for industrial development in Africa	1
12. Harmonization of land policies to promote regional integration in Africa	1
Other substantive activities (regular budget)	
Non-recurrent publications	
13. Towards a common investment area in the Continental Free Trade Area: policy options towards levelling the playing field for intra-African investment	1
14. Transforming African agriculture through resilience-building and managed risks	1
15. Ninth review of assessing regional integration in Africa	1
16. Revisiting policy, legislation and institutions for industrial development in Africa	1
17. Harmonization of land policies to promote regional integration in Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
18. Policy briefs on the state of agribusiness, agro-industries and industrial growth clusters	2
19. Development of electronic guides on investments	2
20. Policy brief, guidelines and toolkits on infrastructure, energy and industrialization in Africa	1
21. Studies and policy briefs on topical international and intraregional trade issues	2
22. Information kits on the activities of the African Trade Policy Centre (set)	2
23. Policy briefs on land policy and governance	2
24. Journal on land policy and governance in Africa	1
Special events	
25. African Trade Forum	1
26. Conference on land policy in Africa	1
Technical cooperation (regular budget and extrabudgetary)	
Training, seminars and workshops	
27. Training programme, in collaboration with the African Institute for Economic Development and Planning, on trade economics, regional integration and capacity-building for trade policy and structural transformation, Aid for Trade, basic/intermediate trade modelling and advanced trade modelling	2
28. Africa high-level trade policy dialogue	1
29. Training of stakeholders on land policy and governance	2
Fellowships and grants	
30. Visiting scholars, fellows and interns to enhance capacity with regard to trade policy issues and analysis, inclusive land policies in Africa, and the formulation and implementation of policies and programmes in the areas of industrialization, infrastructure, energy, investment, agriculture and food security in Africa	5
31. Visiting scholars, fellows and interns to enhance capacity with regard to inclusive land policies in Africa	1
32. Visiting scholars, fellows and interns to enhance capacity in the formulation and implementation of policies and programmes in the areas of industrialization, infrastructure, energy, investment, agriculture and food security in Africa	3
33. Grants to various institutions specializing in land and trade and to universities, member States and other stakeholders	2

Outputs	Quantity
Field projects (country, regional, interregional)	
34. Analytical support for the African Union Programme for Infrastructure Development in Africa	1
35. Analytical support for the Vienna Programme of Action	2
36. Multi-agency African Transport Policy Programme	1
37. Sustainable Development Goal on energy (the Global Tracking Framework)	2
38. Implementation of the "Industrialize Africa" initiative	1
39. Maintenance of the Observatory on Regional Integration in Africa	2
40. Project in line with the African Union agenda on land to strengthen the capacity of member States and regional and subregional organizations for land policy formulation and implementation in Africa through the African Land Policy Centre	2
41. Project in line with the African Union agenda on boosting intra-African trade and the capacity of member States and regional economic communities to increase Africa's share of international trade through the Africa Trade Policy Centre	2

18A.75 The distribution of resources for subprogramme 2 is reflected in table 18A.19.

Table 18A.19 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	6 194.0	5 857.0	28	25
Non-post	721.9	722.8	–	–
Subtotal	**6 915.9**	**6 579.8**	**28**	**25**
Extrabudgetary	9 399.7	9 691.2	19	17
Total	**16 315.6**	**16 271.0**	**47**	**42**

18A.76 Post resources in the amount of $5,857,000, reflecting a decrease of $337,000 compared with the appropriation for 2016-2017, would provide for the financing of 25 posts (1 D-1, 3 P-5, 5 P-4, 6 P-3, 2 P-2 and 8 Local level) to support the implementation of mandates under the programme. The decrease is due to: (a) the abolishment of a post of Associate Economic Affairs Officer (P-2) and a post of Staff Assistant (Local level), made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019; and (b) the outward redeployment of a post of Staff Assistant (Local level) to executive direction and management.

18A.77 Non-post resources in the amount of $722,800, reflecting an increase of $900 compared with the appropriation for 2016-2017, would provide primarily for consultants, experts, the travel of staff and contractual services.

18A.78 During the biennium 2018-2019, projected extrabudgetary resources amounting to $9,691,200 would provide for 17 posts (1 D-1, 2 P-5, 4 P-4, 5 P-3, 1 National Professional Officer and 4 Local level) and non-post resources. The increase of $291,500 reflects additional requirements under non-post resources, offset in part by a reduction under posts, due to the abolishment of three P-3 posts and the establishment of a National Professional Officer post required for data collection and the conduct of research, surveys and studies on various aspects of Africa's regional integration and trade.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Resource requirements (before recosting): $5,049,800

18A.79 Substantive responsibility for this subprogramme is vested within the Special Initiatives Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve the adoption and implementation of new initiatives on advancing sustainable and equitable development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development	(i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development	Target	5	10	20	
		Estimate		5	20	15
		Actual			5	15
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for harnessing new technologies and innovation based on ECA research and advocacy work	Target	4	5	5	
		Estimate		4	5	
		Actual			4	
	(iii) Increased number of national, regional and continental initiatives implementing the outcomes of the World Summit on the Information Society and its follow-up	Target	4			
		Estimate		4		
		Actual				
	(iv) Increased number of policy recommendations on science, technology and innovation of major United Nations conferences implemented as a result of ECA technical and advisory support	Target	4			
		Estimate		4		
		Actual				
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	Increased number of member States that have formulated or implemented gender-responsive policy reforms, in line with ECA recommendations, to foster a green economy in the context of sustainable development	Target	5	5	2	
		Estimate		5	2	
		Actual			2	
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision	Target	15	10	5	
		Estimate		10	5	
		Actual			5	

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(i) Increased number of member States that have formulated, reviewed or implemented a gender-sensitive policy framework or reform related to climate change and development as a result of ECA support	Target	15	12	10	
		Estimate		10	10	
		Actual			5	
	(ii) Increased number of climate change research results or initiatives aimed at implementing multilateral environment agreements on climate change, building capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support	Target	15			
		Estimate				
		Actual				

External factors

18A.80 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments' development policies continue to include new technologies and innovation and gender-responsive policy reforms as a priority; (b) Governments will prioritize budget allocation for identified activities to promote new technologies and innovation and to foster green economy for sustainable development; (c) partners will continue their support for promoting new technologies and innovation and fostering green economy for sustainable development; (d) member States, subregional institutions and regional economic communities and partners embrace the concepts, research findings and recommendations of ECA and are willing to cooperate and collaborate with the Commission in the implementation of activities at the national and regional levels; and (e) member States and regional policymakers are supportive of efforts and extend full cooperation for the mainstreaming of climate change effects and mineral development and its value chains into development plans and practices and continue to allocate both human and financial resources.

Outputs

18A.81 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.21 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Africa Regional Meeting/Forum for the high-level political forum on sustainable development	8
Parliamentary documentation	
2. Report on the Africa Regional Meeting/Forum for the high-level political forum on sustainable development	2
3. Report to the Africa Regional Meeting on new technologies and innovation for Africa's transformation and conference of ministers responsible for new technologies and innovation	1

Outputs	*Quantity*
4. Report to the high-level political forum on sustainable development on inclusive green economy in the context of structural transformation in Africa	1
Other services	
Other ad hoc expert groups	
5. New technologies and innovation trends in Africa	2
6. Annual report on African science, technology and innovation	2
7. Inclusive green economy in the context of structural transformation in Africa	6
8. Review of Country Mining Vision issues and options at the national level	4
9. Review of mineral codes, documents and initiatives of regional economic communities	2
Other substantive activities (regular budget and extrabudgetary)	
Non-recurrent publications	
10. New technologies and innovation trends in Africa	2
11. Annual report on African science, technology and innovation	2
12. Inclusive green economy in the context of structural transformation	6
13. Climate change and development in Africa	6
14. Research paper on climate change and development in Africa	5
Special events	
15. Senior experts dialogue on science, technology and innovation	2
16. High-level policy event on inclusive green economy and structural transformation in Africa	1
17. Conference on climate change and development in Africa	1
18. Africa climate talks	2
19. Africa pavilion at the Conference of the Parties to the United Nations Framework Convention on Climate Change	2
Technical materials	
20. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	4
21. Policy briefs and research papers on inclusive green economy in the context of structural transformation	6
22. Peer-reviewed journal papers on climate adaptation and resilient development	6
23. Methodological guidelines for assessments guiding climate investments in ecosystems (set)	2
24. Special book projects on: (a) climate change and Africa's food sufficiency; (b) the economics of climate mitigation and low-carbon transition in Africa; and (c) historical analyses of the key pillars of the United Nations Framework Convention on Climate Change negotiations and Africa's development interests	3
25. Policy brief and research papers on climate change and development in Africa	8
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
26. Contribution to the African Union/NEPAD meetings on new technologies and innovation	2
Documentation for inter-agency meetings	
27. Documentation for the African Union/NEPAD meetings on new technologies and innovation	2
Technical cooperation (extrabudgetary)	
Training, seminars and workshops	
28. Training of experts and policymakers on inclusive green economy and structural transformation	2
29. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	8
30. Young African Lawyers Programme	8

Outputs	*Quantity*
31. Climate for development in the African Youth Platform	4
32. Training for African scholars and researchers for enhanced participation in intergovernmental processes, such as the Intergovernmental Panel on Climate Change and the Intergovernmental Platform on Biodiversity and Ecosystem Services	10
33. Workshops to support African academics, researchers and students in developing scientific journal articles	5
Fellowships and grants	
34. Fellowships on climate change and development in Africa	10
35. Visiting scholars, fellows and interns to enhance capacity on inclusive green economy in Africa	4
36. Fellowships on ECA work on climate change and development in Africa	20
37. Provide climate research grants to various institutions, universities, member States and other stakeholders that specialize in climate change	20
Field projects	
38. Promoting science, innovation and technology in Africa	1
39. Development and implementation of inclusive green economy policies in the context of structural transformation in African countries	1
40. Implementation of a climate research for development platform in Africa	1
41. Promoting widely available climate information, packaging and dissemination initiatives	5
42. Quality analysis of climate information for a development policy, decision support and management practice programme	15
43. Gender mainstreaming into climate change responses	10
44. Climate research for development	8
45. Infrastructure and capacity for climate information services projects	10
46. Frameworks for mainstreaming climate information services into development planning	6
47. Strengthening climate governance and policy implementation	8
48. Africa climate resource platform and information service	1
49. Communication, outreach and advocacy climate products and initiatives	20

18A.82 The distribution of resources for subprogramme 3 is reflected in table 18A.22.

Table 18A.22 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 018.2	3 793.6	19	18
Non-post	1 256.2	1 256.2	–	–
Subtotal	**5 274.4**	**5 049.8**	**19**	**18**
Extrabudgetary	12 606.7	12 600.8	41	37
Total	**17 881.1**	**17 650.6**	**60**	**55**

18A.83 The amount of $5,049,800, reflecting a decrease of $224,600 compared with the appropriation for 2016-2017, would provide for the financing of 18 posts (1 D-1, 2 P-5, 4 P-4, 2 P-3, 1 P-2 and 8 Local level) ($3,793,600) and non-post resources, primarily under consultants, experts and travel of staff ($1,256,200), to support the implementation of mandates under the programme.

18A.84 The decrease is due to the abolishment of a post of Associate Information Systems Officer (P-2) made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.85 During the biennium 2018-2019, projected extrabudgetary resources amounting to $12,600,800 would provide for 37 posts (2 D-1, 9 P-5, 6 P-4, 8 P-3, 1 National Professional Officer and 11 Local level) and non-post resources. The decrease of $5,900 reflects the abolishment of seven posts (2 P-5, 4 P-4 and 1 P-2) and the establishment of a National Professional Officer post and two Local level posts, offset in part by increased requirements under non-post resources.

Subprogramme 4
Statistics

Resource requirements (before recosting): $9,260,000

18A.86 Substantive responsibility for this subprogramme is vested within the African Centre for Statistics. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the production, dissemination and use of quality data and statistics in Africa

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan	Target	25			
		Estimate			–	
		Actual				
	(ii) Increased number of member States that are producing and reporting statistics in at least three emerging statistical areas for monitoring the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development with suitable disaggregation, including geography and gender	Target	10			
		Estimate				
		Actual				
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system	Target	20			
		Estimate				
		Actual				
	(iv) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts	Target	15			
		Estimate			10	
		Actual				
	(v) Increased number of member States that have used mobile devices to collect data in major statistical activities	Target	30			
		Estimate			20	
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(b) Improved availability of harmonized statistics in ECA databases	(i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for Agenda 2063 and the 2030 Agenda for Sustainable Development that exist in the ECA databases	Target	20			
		Estimate		10		
		Actual				
	(ii) Increased percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECA databases	Target	50	30		
		Estimate		20	20	
		Actual			20	
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	(i) Increased number of member States developing policies and strategies for the integration of statistical and geospatial information	Target	10			
		Estimate				
		Actual				
	(ii) Increased number of member States using geospatial information technologies in statistical data collection, processing, analysis and dissemination	Target	10			
		Estimate		5		
		Actual				
	(iii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data	Target	15			
		Estimate		10		
		Actual				

External factors

18A.87 The subprogramme is expected to fully achieve its objectives and expected accomplishments on the assumption that: (a) member States continue to scale up resources for conducting regular statistical operations, such as censuses, surveys and the collection of administrative data; (b) regional economic communities and regional and international partners join efforts to support statistical harmonization and capacity-building; (c) members of the African Statistical Coordination Committee, namely, the African Development Bank, the African Union Commission and the African Capacity-Building Foundation, continue to play their respective roles in improving statistical coordination in the region within the Regional Reference Strategic Framework, the Strategy for the Harmonization of Statistics in Africa and the African Charter on Statistics; and (d) United Nations agencies working on the continent to improve data also join the regional efforts.

Outputs

18A.88 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.24 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Sixth meeting of the Statistical Commission for Africa	4

Outputs	*Quantity*
2. Fifth Conference of African Ministers responsible for civil registration	4
Parliamentary documentation	
3. Statistical capacity development in Africa	1
4. Implementation of the 2008 System of National Accounts in Africa	1
5. Regional report on Sustainable Development Goals indicators	1
6. Progress report on the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics	1
7. Progress report on population and housing censuses	1
Other services	
Other ad hoc expert groups	
8. Statistical capacity development in Africa	1
9. Monitoring of sustainable development indicators	1
10. Data dissemination and exchange in Africa	1
11. Data validation for the *African Statistical Yearbook*	1
12. Making official statistics open by default for data collection	1
13. Development and management of civil registration and vital statistics strategic plans	1
14. Production of gender statistics	1
15. Population and housing censuses	1
16. Strengthening and harmonization of economic statistics in Africa	1
17. Implementing the 2008 System of National Accounts in Africa	1
18. Legal and regulatory framework on geospatial information utilization in Africa	1
19. Integration of statistical and geospatial information in Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
20. *Africa Data Revolution Report*	1
21. *African Statistical Yearbook*	2
Non-recurrent publications	
22. Use of mobile devices for data collection in Africa	1
23. Data dissemination and exchange	1
24. Guidelines for the development and implementation of civil registration and vital statistics strategic plans and the use of vital statistical data	1
25. Best practices on the production and use of gender statistics	1
26. Legal and regulatory framework on geospatial information utilization in Africa	1
27. Status of the integration between statistical and geospatial information in Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
28. Africa statistics flash	2
29. African statistics pocketbook	2
30. Executive statistics monitor	2
31. Africa and major world economies: facts and figures	2
32. Advocacy materials on African Statistics Day	2
33. Atlas of spatial statistics	2
Special events	
34. Eighth Forum on Statistical Development in Africa	1

Outputs	*Quantity*
Technical materials	
35. ECA corporate database	2
36. Development of geospatial database, online services and geo-portals	2
37. African statistical knowledge base	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
38. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
39. Annual meeting of the African Statistical Coordination Committee	2
40. Annual meeting of the Statistical Commission	2
41. Inter-agency meeting on civil registration and vital statistics	2
42. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
43. Inter-agency meeting on Sustainable Development Goals indicators	2
44. Regional Committees High-level Forums on Global Geospatial Information Management	2
45. Meetings of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
46. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Documentation for inter-agency meetings	
47. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
48. Annual meeting of the African Statistical Coordination Committee	2
49. Annual meeting of the Statistical Commission	2
50. Inter-agency meeting on civil registration and vital statistics	2
51. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
52. Inter-agency meeting on Sustainable Development Goals indicators	2
53. Regional Committees High-level Forums on Global Geospatial Information Management	2
54. Meetings of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
55. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
56. Implementation of the Data Documentation Initiative and statistical data and metadata standards	1
57. Use of mobile devices for data collection	2
58. Making official statistics open by default for data collection	2
59. Assistance to member States and regional economic communities on statistical strategies, training in statistics and the monitoring and evaluation of the 2030 Agenda for Sustainable Development and Agenda 2063	2
60. Assistance to member States on the development of their systems for population and housing censuses, and gender statistics	2
61. Provision of technical assistance to member States on the strengthening and harmonization of economic statistics	2
62. Assistance to member States on the development of their national spatial data infrastructure, the implementation of the African Geodetic Reference Frame and the Second Administrative Level Boundaries project, the integration of statistical and geospatial information and other programmes related to the use and management of geospatial information	2

Outputs	*Quantity*
Training, seminars and workshops	
63. Implementation of data exchange initiatives	1
64. Modernizing statistical production	1
65. Population and housing censuses	1
66. Regional training workshops on gender statistics	1
67. Training workshops on civil registration and vital statistics	1
68. Measuring and monitoring Sustainable Development Goals indicators related to demographic and social statistics	1
69. Economic statistics and national accounts	1
70. Geospatial datasets for monitoring Sustainable Development Goals	1
71. Strategy for the integration of statistical and geospatial information	1
Fellowships and grants	
72. Visiting scholars, fellows and interns to support the work of ECA on data analytics, infographics, big data and new data frontiers, statistical strategies and statistical training	5
Field projects	
73. Improving data exchange in Africa	1
74. Improving the harmonization of statistics through a common metadata framework	1
75. Phase II on strengthening the capacity of African countries in the area of agricultural and rural statistics	1
76. Support for African countries in the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	1
77. The 2020 Africa Programme on Population and Housing Census Decade (2015-2024) and the workplan for 2016-2020	1
78. African programme on gender statistics	1
79. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1
80. Strengthening the capacities of member States for the implementation of the 2008 System of National Accounts	1
81. Strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1
82. Strengthening the capacities of member States for the integration of Statistical and Geospatial Information	1

18A.89 The distribution of resources for subprogramme 4 is reflected in table 18A.25.

Table 18A.25 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	7 890.0	8 091.3	38	38
Non-post	1 168.7	1 168.7	–	–
Subtotal	**9 058.7**	**9 260.0**	**38**	**38**
Extrabudgetary	6 387.5	6 405.3	21	23
Total	**15 446.2**	**15 665.3**	**59**	**61**

18A.90 The amount of $9,260,000, reflecting an increase of $201,300 compared with the appropriation for 2016-2017, would provide for the continuation of 38 posts (1 D-1, 5 P-5, 6 P-4, 7 P-3, 4 P-2 and 15 Local level) ($8,091,300) and non-post resources, primarily under experts, travel of staff, consultants and contractual services ($1,168,700), to support the implementation of mandates under the programme.

18A.91 The increase of $201,300 is due to the biennial provision of resources for the new post of Research Officer (P-3) established in the biennium 2016-2017 to support the implementation of the 2030 Agenda for Sustainable Development.

18A.92 During the biennium 2018-2019, projected extrabudgetary resources amounting to $6,405,300 would provide for 23 posts (7 P-4, 6 P-3, 5 P-2 and 5 Local level) and non-post resources. The increase of $17,800 reflects mainly the establishment of two Local level posts to assist in responding to new data needs emerging from the compilation of yearbooks, databases, the 2030 Agenda and its Sustainable Development Goals, and NEPAD.

Subprogramme 5
Capacity development

Resource requirements (before recosting): $3,315,100

18A.93 Substantive responsibility for this subprogramme is vested within the Capacity Development Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.26 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve sustainable and inclusive economic growth and to accelerate structural transformation in the context of the priorities of the African Union, including Agenda 2063, priorities of the NEPAD programme, and the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Strengthened capacity of the African Union to formulate, implement, monitor and evaluate the priorities and programmes of its organs and institutions as well as ensuring that gender is mainstreamed	(i) Increased number of capacity development projects executed with the support of ECA in the context of the formulation, implementation, monitoring and reporting of the priorities and programmes of African Union organs and institutions, taking into account gender dimensions	Target	25	20	15	
		Estimate		20	15	10
		Actual			15	10
	(ii) Increased number of African Union organs and pan-African institutions expressing satisfaction with ECA capacity development services	Target	15	10		
		Estimate		10		
		Actual				
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	Increased number of member States and pan-African institutions provided with ECA capacity development services to formulate, implement, monitor and report policies and programmes in support of the African development priorities and agenda	Target	25	20		
		Estimate		20	15	
		Actual			15	

External factors

18A.94 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national and regional policymakers continue to support the adoption and implementation of key initiatives by 2019; (b) financial and economic crisis in countries will not affect the resources available to the ECA programme budget; and (c) political will at all levels will contribute to the resolution of the challenges of multiple and overlapping memberships and expedite the regional and continental integration processes.

Outputs

18A.95 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.27 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Functional support for formal meetings involving intergovernmental organizations and regional bodies (set)	1
Other services	
Ad hoc expert groups established by a legislative mandate	
2. Topical issue in support of the African Peer Review Mechanism process	1
3. Topical issue on the African Union integration agenda	1
Other substantive activities (regular budget and extrabudgetary)	
Non-recurrent publications	
4. Report on a topical issue in support of the African Peer Review Mechanism	1
5. Topical issue on the African Union integration agenda	1
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
6. Responses to the needs expressed by member States and regional/subregional cooperation groups in the context of NEPAD and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017-2027 in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals	6
7. Technical support for the African Peer Review Mechanism secretariat in support of country self-assessments and integration of their outcomes into national development plans and related processes	6

18A.96 The distribution of resources for subprogramme 5 is reflected in table 18A.28.

Table 18A.28 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 613.0	2 669.2	11	12
Non-post	645.9	645.9	–	–
Subtotal	**3 258.9**	**3 315.1**	**11**	**12**
Extrabudgetary	635.6	643.8	1	2
Total	**3 894.5**	**3 958.9**	**12**	**14**

18A.97 The amount of $3,315,100, reflecting an increase of $56,200 compared with the appropriation for 2016-2017, would provide for the financing of 12 posts (1 D-1, 2 P-5, 1 P-4, 3 P-3 and 5 Local level) ($2,669,200) and non-post resources, primarily under experts, travel of staff, consultants and contractual services ($645,900), to support the implementation of mandates under the programme.

18A.98 The increase of $56,200 is due to the inward redeployment of a post of Staff Assistant (Local level) from programme support to assist the Director with administrative matters.

18A.99 During the biennium 2018-2019, projected extrabudgetary resources amounting to $643,800 would provide for two posts (1 P-4 and 1 Local level) and non-post resources. The increase of $8,200 reflects mainly the establishment of a Local level post to assist with the coordination and monitoring of multiple activities and work processes and the compilation and analysis of basic data from a variety of sources.

Subprogramme 6
Gender and women in development

Resource requirements (before recosting): $1,684,500

18A.100 Substantive responsibility for this subprogramme is vested within the African Centre for Gender, situated within the Social Development Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve gender equality and women's empowerment in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment as well as address emerging issues that affect women and girls	Increased number of member States and regional economic communities that report the implementation of international and regional commitments on gender equality and the empowerment of women and girls	Target	33	20	15	
		Estimate		20	15	10
		Actual			15	10
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes	Target	35	10		
		Estimate		20	20	
		Actual			15	15

External factors

18A.101 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of its efforts and extend full cooperation for gender mainstreaming and the implementation of gender equality policies and strategies by allocating both human and financial resources; (b) member States, through their national institutions, provide well-documented and accurate data to support the subprogramme's efforts; (c) adequate capacity will exist to implement and monitor the subprogramme's efforts at the national and subregional levels; and (d) development partners honour the commitments made and continue their support.

Outputs

18A.102 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.30 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Biennial session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Work of the subprogramme during the biennium 2018-2019 and the planned activities for the biennium 2020-2021 to promote gender equality and the empowerment of women (2019)	1
Other services	
Other ad hoc expert groups	
3. *African Women's Report*	1
4. African Gender and Development Index regional report	1
5. Women's entrepreneurship	1
Other substantive activities (regular budget)	
Recurrent publications	
6. *African Women's Report* — based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
Non-recurrent publications	
7. Women's entrepreneurship	1
8. Regional report	1
Technical materials	
9. Maintenance and expansion of the knowledge platform for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options (set)	1
Technical cooperation (regular/extrabudgetary)	
Training, seminars and workshops	
10. Regional capacity development workshops on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa	2
11. Review of the methodology for data collection for recurrent and non-recurrent publications	3
12. National-level workshops to review results and define national strategies to implement results of research findings	5
Fellowships and grants	
13. Scholars to strengthen the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
14. Empowerment developed by the subprogramme, specifically in relation to women's entrepreneurship and measuring and valuing the economic contribution of women	3
15. Fellowships to work on gender awareness macroeconomic modelling and policy issues related to gender and development as defined in the Continent-Wide Initiative for Gender Equality and Women's Empowerment	2
Field projects	
16. Monitoring the implementation of regional and global instruments	1
17. Policy research on gender and climate change in Africa	1

Outputs	Quantity
18. Policy research on gender and the extractive industry in Africa	1
19. Project on mainstreaming a gender perspective into ECA work to ensure that the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa	1

18A.103 The distribution of resources for subprogramme 6 is reflected in table 18A.31.

Table 18A.31 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	579.6	952.2	5	5
Non-post	730.9	732.3	–	–
Subtotal	**1 310.5**	**1 684.5**	**5**	**5**
Extrabudgetary	4 038.9	4 088.0	9	8
Total	**5 349.4**	**5 772.5**	**14**	**13**

18A.104 Post resources in the amount of $952,200, reflecting an increase of $372,600 compared with the appropriation for 2016-2017, would provide for the continuation of five posts (1 P-4, 1 P-3, 1 P-2 and 2 Local level) to support the implementation of mandates under the programme. The increase is due to the biennial provision of resources for the three new posts (1 Gender Affairs Officer (P-4), 1 Gender Affairs Officer (P-3) and 1 Associate Gender Affairs Officer (P-2)) established in the biennium 2016-2017.

18A.105 Non-post resources in the amount of $732,300, reflecting a net increase of $1,400 compared with the appropriation for 2016-2017, would provide primarily for experts, consultants, contractual services and the travel of staff.

18A.106 During the biennium 2018-2019, projected extrabudgetary resources amounting to $4,088,000 would provide for eight posts (1 P-5, 2 P-4, 2 P-3, 1 National Professional Officer and 2 Local level) and non-post resources. The increase of $49,100 reflects additional requirements under non-post resources, offset in part by a decrease under posts due to the abolishment of a D-1 post made possible by the rationalization of resources.

Subprogramme 7
Subregional activities for development

Resource requirements (before recosting): $32,575,100

18A.107 Substantive responsibility for this subprogramme is vested within the five subregional offices of ECA. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 15 of the biennial programme plan for the period 2018-2019.

18A.108 The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaounde, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa. The subprogramme will focus on producing country profiles and risk analyses on a regular basis. The profiles will include research, analysis, forecasts, indicators and trends on a variety of statistics, including those on output, trade, agriculture, macroeconomics, monetary and financial

variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce policy advice in support of the development agenda of the member States.

Component 1
Subregional activities in North Africa

Resource requirements (before recosting): $6,450,400

18A.109 Component 1 of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia.

Table 18A.32 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in North Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	8	8	8
		Estimate		6	8
		Actual			6
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	8		
		Estimate		6	
		Actual			3
(b) Strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	6	4	3
		Estimate		4	3
		Actual			3
	(ii) Number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration to gender perspectives	Target	2		
		Estimate			
		Actual			

External factors

18A.110 The component is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and regional economic communities continue their commitments to and support for the subregional office for North Africa; (b) member States experience political stability; (c) member States and regional economic communities accelerate the pace of the implementation of the regional integration agenda through the allocation of more resources and promotion of the functioning of the decision-making organs related to the regional economic communities concerned; and (d) development partners increase extrabudgetary resources

to match the increasing demand for capacity-building and technical support from member States and regional economic communities.

Outputs

18A.111 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.33 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental committee of experts of the subregional office for North Africa	
Substantive servicing of meetings	
1. Session of the intergovernmental committee of experts of the subregional office for North Africa	8
Parliamentary documentation	
2. Subregional profile on socioeconomic developments in North Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Annual report on the work of ECA in North Africa	2
Other services	
Other ad hoc expert groups:	
5. Data revolution in North Africa: putting data in support of structural transformation	1
6. Institutional quality and structural transformation	1
7. Deepening regional integration in North Africa through electronic exchange of customs information	1
8. Climate risk management: status and best practices in North Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles	7
Non-recurrent publications	
10. Data revolution in North Africa: putting data in support of structural transformation	1
11. Institutional quality and structural transformation	1
12. Deepening regional integration in North Africa through electronic exchange of customs information	1
13. Climate risk management: status and best practices in North Africa	1
14. Implementation of the Sustainable Development Goals in North Africa	1
Special events	
15. North African Development Forum	1
Technical materials	
16. Knowledge management platform for the subregional office (website) and database module	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
17. Consultative meetings with Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
18. Documentation for the consultative meetings with the Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2

Outputs	*Quantity*
Technical cooperation (extrabudgetary)	
Advisory services	
19. Advisory missions at the request of member States, the Arab Maghreb Union and other subregional and intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States	10
Fellowships and grants	
20. Visiting scholars, fellows and interns to enhance capacity in relation to development issues and policy analysis	1
Field projects	
21. Support for the implementation of the Maghreb action plan to boost intra-African trade	1

18A.112 The distribution of resources for subprogramme 7, component 1, is reflected in table 18A.34.

Table 18A.34 **Resource requirements: subprogramme 7, component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 287.8	4 287.8	21	21
Non-post	2 310.6	2 162.6	–	–
Subtotal	**6 598.4**	**6 450.4**	**21**	**21**
Extrabudgetary	441.1	391.5	1	–
Total	**7 039.5**	**6 841.9**	**22**	**21**

18A.113 The amount of $6,450,400, reflecting a decrease of $148,000 compared with the appropriation for 2016-2017, would provide for the continuation of 21 posts (1 D-1, 1 P-5, 4 P-4, 4 P-3, 1 P-2, 2 National Professional Officer and 8 Local level) ($4,287,800) and non-post resources, primarily under contractual services, general operating expenses, experts, other staff costs and travel of staff ($2,162,600), to support the implementation of mandates under the programme.

18A.114 The reduction is due mainly to decreased requirements under experts as a result of a change in the focus of the subprogramme to place greater emphasis on data collection and analysis, and to decreased requirements under contractual services, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.115 During the biennium 2018-2019, projected extrabudgetary resources amounting to $391,500 would provide for non-post resources. The decrease of $49,600 reflects mainly the abolishment of the Local level post.

Component 2
Subregional activities in West Africa

Resource requirements (before recosting): $6,227,600

18A.116 Component 2 of subprogramme 7 will be implemented by the subregional office for West Africa, which covers the following 15 member States: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The office implements its programme of work in close cooperation with the

Economic and Statistical Observatory for Sub-Saharan Africa and the Africa Regional Technical Assistance Centre in West Africa.

Table 18A.35 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States in the Western Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	4			
		Estimate				
		Actual				
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	3			
		Estimate			2	
		Actual				
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	2			
		Estimate			1	
		Actual				
	(ii) Increased number of policy dialogues and platforms in support of structural transformation in Western Africa, with due consideration to gender perspectives	Target	8			
		Estimate			5	
		Actual				

External factors

18A.117 The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the subprogramme is free from significant external shocks or major disruptions that would require significant changes in priorities in the socioeconomic, institutional and security environment in the subregion; (b) member States and national policymakers remain supportive of the efforts of the subprogramme and the extent of commitment to the regional integration agenda; (c) the partnership and collaboration with ECOWAS, the West African Economic and Monetary Union, the Mano River Union and other intergovernmental organizations, the private sector, academia and the United Nations system continue to be strengthened by all stakeholders and institutions; and (d) the subprogramme will continue to benefit from the necessary budgetary support from member States and development partners.

Outputs

18A.118 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.36 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental committee of experts of the subregional office for West Africa	
Substantive servicing of meetings	
1. Annual session of the intergovernmental committee of experts of the subregional office for West Africa	2
Parliamentary documentation	
2. Progress report on the implementation of agreed-upon regional and international development agendas	2
3. Annual report on the work of ECA in West Africa	2
Other services	
Ad hoc expert group	
4. Review of a study on the transformation of West African countries	1
5. Review of a study on "The challenges of monitoring the Sustainable Development Goals", as recommended by regional economic communities and member States	1
6. Deepening of regional integration in West Africa	1
7. Data revolution in support of member States' development efforts	1
8. Emerging issues having an impact on social and economic development in West Africa	1
Assistance to intergovernmental bodies and/or United Nations representatives rapporteurs	
9. Annual meeting of the West Africa Subregional Coordination Mechanism for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of efforts and creating synergies among development stakeholders	2
10. Functional support for the work of the United Nations country teams and other United Nations inter-agency activities in West Africa	2
Other substantive activities (regular budget)	
Special events	
11. Meeting of think tanks on issues pertaining to the development of West Africa	1
Recurrent publications	
12. Country profiles	10
Non-recurrent publications	
13. Study on "Emerging West African countries through structural transformation"	1
14. Study on "The challenges of monitoring the Sustainable Development Goals"	
15. Study on "Deepening regional integration in West Africa"	1
16. Study on "Data revolution in support of member States' development efforts"	1
17. Study on "Emerging issues having an impact on social and economic development in West Africa"	1
Technical materials	
18. Policy briefs on sustainable economic and social transformation in West Africa	2
19. Reporting on activities to feed the ECA database with data from West African countries, including the updating of country profiles in support of ECA member States and regional economic communities in West Africa	1
20. Maintenance of thematic workspaces for communities of practice, including the Observatory on Regional Integration in West Africa	1

Outputs	*Quantity*
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Subregional Coordination Mechanism for West Africa	2
22. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings:	
23. Subregional Coordination Mechanism for West Africa	2
24. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
25. Provide advisory services upon request to member States, the Economic Community for West African States, the West African Economic and Monetary Union and other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of achievements in statistical areas, regional integration and sustainable development in West Africa	10
Field projects	
26. Field project on strengthening the institutional capacity of regional economic communities/intergovernmental organizations and countries in statistics and development	1

18A.119 The distribution of resources for subprogramme 7, component 2, is reflected in table 18A.37.

Table 18A.37 **Resource requirements: subprogramme 7, component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 951.1	3 951.1	20	20
Non-post	2 425.6	2 276.5	–	–
Subtotal	**6 376.7**	**6 227.6**	**20**	**20**
Extrabudgetary	441.1	391.5	1	–
Total	**6 817.8**	**6 619.1**	**21**	**20**

18A.120 The amount of $6,227,600, reflecting a decrease of $149,100 compared with the appropriation for 2016-2017, would provide for the continuation of 20 posts (1 D-1, 1 P-5, 3 P-4, 4 P-3, 1 P-2, 2 National Professional Officer and 8 Local level) ($3,951,100) and non-post resources, primarily under contractual services, experts, general operating expenses, consultants and travel of staff ($2,276,500), to support the implementation of mandates under the programme.

18A.121 The reduction is due mainly to decreased requirements under contractual services and general operating expenses, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.122 During the biennium 2018-2019, projected extrabudgetary resources amounting to $391,500 would provide for non-post resources. The decrease of $49,600 reflects mainly the abolishment of the Local level post.

Component 3
Subregional activities in Central Africa

Resource requirements (before recosting): $6,913,300

18A.123 Component 3 of subprogramme 7 will be implemented by the subregional office for Central Africa, which covers the following seven member States: Cameroon, the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. The office implements its programme of work in close cooperation with the Economic and Statistical Observatory for Sub-Saharan Africa and various divisions of ECA.

Table 18A.38 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Central Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	4			
		Estimate				
		Actual				
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	3			
		Estimate				
		Actual				
(b) Strengthened capacity of member States in the Central Africa subregion, the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	4	4	4	
		Estimate		4	4	
		Actual			4	
	(ii) Increased number of policy and dialogue platforms in support of structural transformation in Central Africa, with due consideration to gender perspectives	Target	4	2		
		Estimate		2		
		Actual				

External factors

18A.124 The component is expected to achieve its objective and expected accomplishments on the assumption that: (a) national statistical agencies cooperate with the office and provide quality statistics in a timely manner; (b) United Nations agencies, the African Development Bank and

other stakeholders are supportive of the Subregional Coordination Mechanism for Central Africa and are willing to strengthen their cooperation with ECA in support of subregional initiatives; (c) regional economic communities, member States and other beneficiaries fulfil their commitments in a timely and effective manner in joint activities with the subregional office for Central Africa; and (d) there is political stability, especially in post-conflict countries.

Outputs

18A.125 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.39 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental committee of experts of the subregional office for Central Africa	
Substantive servicing of meetings	
1. Annual session of the intergovernmental committee of experts of the subregional office for Central Africa	8
Parliamentary documentation	
2. Annual report on the work of ECA in Central Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Report on the implementation of subregional initiatives in Central Africa	2
Other services	
Other ad hoc expert groups	
5. Infrastructure development in Central Africa: beyond the missing links (2018)	1
6. Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
7. A push for resource-based industrialization: making industrial policy work (2018)	1
8. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
9. Tourism and structural transformation in Central Africa: a case for economic diversification	1
10. Prototyping blue economy development: selected case studies	1
Other substantive activities (regular budget)	
Recurrent publications	
11. Country profiles	14
12. Subregional profiles	2
Non-recurrent publications	
13. Infrastructure development in Central Africa: beyond the missing links	1
14. Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
15. A push for resource-based industrialization: making industrial policy work	1
16. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
17. Tourism and structural transformation in Central Africa: a case for economic diversification	1
18. Prototyping blue economy development: selected case studies	1
19. Booklets, pamphlets, fact sheets, wallcharts, information kits	
20. Policy briefs on emerging issues in Central Africa	6
21. Special events	
22. The state of structural transformation in Central Africa: challenges and opportunities	1

Outputs	*Quantity*
Technical materials	
23. Electronic briefs on major activities of the subregional office for Central Africa (regional updates)	4
24. Establishment and maintenance of peer-learning groups and thematic workspaces for communities of practice	6
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
25. Subregional Coordination Mechanism for Central Africa	2
26. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
27. Subregional Coordination Mechanism for Central Africa	2
28. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
29. Advisory services to the Economic Community of Central African States, the Central African Economic and Monetary Community, other subregional and intergovernmental organizations and non-governmental organizations on institutional and sectoral issues to strengthen regional integration and support inclusive growth, economic and social transformation in Central Africa	10

18A.126 The distribution of resources for subprogramme 7, component 3, is reflected in table 18A.40.

Table 18A.40 **Resource requirements: subprogramme 7, component 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 065.5	4 007.3	21	21
Non-post	3 109.9	2 906.0	–	–
Subtotal	**7 175.4**	**6 913.3**	**21**	**21**
Extrabudgetary	441.4	391.5	1	–
Total	**7 616.8**	**7 304.8**	**22**	**21**

18A.127 Post resources in the amount of $4,007,300, reflecting a decrease of $58,200 compared with the appropriation for 2016-2017, would provide for the financing of 21 posts (1 D-1, 1 P-5, 3 P-4, 4 P-3, 1 P-2, 2 National Professional Officer and 9 Local level) to support the implementation of mandates under the programme. The decrease is due to the downward reclassification of a post of Economic Affairs Officer (P-4) as a P-3 post in order to better reflect the subprogramme's focus on data collection and management at the subregional level.

18A.128 Non-post resources in the amount of $2,906,000, reflecting a decrease of $203,900 compared with the appropriation for 2016-2017, would provide primarily for supplies and furniture, experts, general operating expenses, contractual services and the travel of staff. The reduction is due mainly to decreased requirements under contractual services and general operating expenses, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.129 During the biennium 2018-2019, projected extrabudgetary resources amounting to $391,500 would provide for non-post resources. The decrease of $49,900 reflects mainly the abolishment of the Local level post.

Component 4
Subregional activities in East Africa

Resource requirements (before recosting): $6,376,100

18A.130 Component 4 of subprogramme 7 will be implemented by the subregional office for East Africa, which covers the following 14 countries: Burundi, the Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The office implements its programme of work in close cooperation with the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

Table 18A.41 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in East Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	4			
		Estimate				
		Actual				
	(ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	2			
		Estimate				
		Actual				
(b) Strengthened capacity of member States in the East Africa subregion, the East African Community, the Intergovernmental Authority on Development and the Economic Community of the Great Lakes Countries, to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	6	6	5	
		Estimate		6	5	4
		Actual			4	4
	(ii) Number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration to gender perspectives	Target	8			
		Estimate		8		
		Actual				

External factors

18A.131 The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States effectively implement the common policy measures and institutional mechanisms agreed upon in the framework of Agenda 2063 and the Sustainable Development Goals; (b) partnership and collaboration with national statistical systems on the country profiles is further strengthened; (c) United Nations system-wide coherence and synergy are strengthened in the framework of the Subregional Coordination Mechanism for Eastern and Southern Africa to deliver better support to regional economic communities and intergovernmental organizations; and (d) the Commission's new business model of becoming a think tank of reference on African development issues is implemented in close collaboration with think tanks, universities and other stakeholders in knowledge generation and delivery with a view to maximizing the influence and impact of ECA work at the national and subregional levels.

Outputs

18A.132 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.42 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental committee of experts of the subregional office for East Africa	
Substantive servicing of meetings	
1. Servicing the intergovernmental committee of experts of the subregional office for East Africa	2
Parliamentary documentation	
2. Progress report on the implementation of regional and international agendas	2
3. Annual report on the work of ECA in East Africa, including the status of implementation of the Subregional Coordination Mechanism for Eastern and Southern Africa	2
Other services	
Others ad hoc expert groups	
4. Sustainable financing of tourism development in Eastern Africa	1
5. Energy and industrialization in Eastern Africa	1
6. Addressing balance-of-payments constraints in Eastern Africa	1
7. Trade facilitation and manufacturing in Eastern Africa	1
8. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1
9. Social cohesion in the context of open regionalism	1
Other substantive activities (regular budget)	
Recurrent publications	
10. Country profiles	9
11. Subregional profiles	2
Non-recurrent publications	
12. Sustainable financing of tourism development in Eastern Africa	1
13. Energy and industrialization in Eastern Africa	1
14. Addressing balance-of-payments constraints in Eastern Africa	1
15. Trade facilitation and manufacturing in Eastern Africa	1
16. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1
17. Social cohesion in the context of open regionalism	1
Special events	
18. Country and subregional profiles	1

Outputs	*Quantity*
Technical materials	
19. Policy briefs or research papers on priority socioeconomic development issues in Eastern Africa	4
20. Electronic briefs on major activities of the subregional office for East Africa (regional updates)	8
21. Management of thematic workspaces for communities of practice	1
International cooperation and interagency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
22. Subregional Coordination Mechanism for Eastern and Southern Africa	2
23. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
24. Subregional Coordination Mechanism for Eastern and Southern Africa	2
25. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
26. Provision of advisory services to member States, regional economic communities, intergovernmental organizations and civil society organizations on institutional and sectoral issues to support inclusive growth and economic and social transformation in Eastern Africa	6
Fellowships and grants	
27. To enhance the capacity of delivering country profiles and implementing subregional initiatives	2
Field projects	
28. Measuring the indirect impact of tourism on national income in Eastern Africa	1

18A.133 The distribution of resources for subprogramme 7, component 4, is reflected in table 18A.43.

Table 18A.43 **Resource requirements: subprogramme 7, component 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 233.7	4 233.7	21	21
Non-post	2 314.3	2 142.4	–	–
Subtotal	**6 548.0**	**6 376.1**	**21**	**21**
Extrabudgetary	502.4	391.5	2	–
Total	**7 050.4**	**6 767.6**	**23**	**21**

18A.134 The amount of $6,376,100, reflecting a decrease of $171,900 compared with the appropriation for 2016-2017, would provide for the continuation of 21 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 2 P-2, 2 National Professional Officer and 8 Local level) ($4,233,700) and non-post resources, primarily under experts, contractual services and general operating expenses ($2,142,400), to support the implementation of mandates under the programme.

18A.135 The reduction is due mainly to decreased requirements under contractual services and general operating expenses, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.136 During the biennium 2018-2019, projected extrabudgetary resources amounting to $391,500 would provide for non-post resources. The decrease of $110,900 reflects mainly the abolishment of the two Local level posts.

Component 5
Subregional activities in Southern Africa

Resource requirements (before recosting): $6,607,700

18A.137 Component 5 of subprogramme 7 will be implemented by the subregional office for Southern Africa, which covers the following 11 countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. The office implements its programme of work in close cooperation with the African Centre for Statistics to provide technical support to national statistical offices in implementing modern methodologies and tools for improving their statistical operations and facilitating data capture.

Table 18A.44 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018–2019	2016–2017	2014–2015	2012–2013
(a) Enhanced capacity of member States in the Southern Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	4			
		Estimate				
		Actual				
	(ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	4			
		Estimate		2		
		Actual				
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to implement subregional development priorities with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	13	10	7	
		Estimate		10	7	3
		Actual			7	
	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration to gender perspectives	Target	4			
		Estimate		2		
		Actual				

External factors

18A.138 The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) key partners continue to cooperate and work in close collaboration with the Commission and its subregional office for Southern Africa; (b) member States will adequately commit to translating the guiding principles of Agenda 2063 and the Sustainable Development Goals into national development programmes; and (c) member States, regional economic

communities and intergovernmental organizations in the subregion will effectively implement the agreed common policy measures and institutional mechanisms.

Outputs

18A.139 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.45 **Categories of outputs and final outputs**

Output	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental committee of experts of the subregional office for Southern Africa	
Substantive servicing of meetings	
1. Session of the intergovernmental committee of experts of the subregional office for Southern Africa	8
Parliamentary documentation	
2. Report on the work of ECA in Southern Africa	2
3. Progress report on regional and international agendas and other special initiatives, including progress on gender empowerment in the subregion	2
4. Report on key economic and social developments and prospects for regional integration in Southern Africa	2
Other services	
Other ad hoc expert groups	
5. Land and economic development in Southern Africa	1
6. Promoting regional integration in Southern Africa	1
7. Public-private partnership in economic development in Southern Africa	1
8. Small and medium-sized enterprises and economic development in Southern Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles	11
Non-recurrent publications	
10. Land and economic development in Southern Africa	1
11. Promoting regional integration in Southern Africa	1
12. Public-private partnership in economic development in Southern Africa	1
13. Small and medium-sized enterprises and economic development in Southern Africa	1
Special events	
14. Forum on emerging economic transformation in Southern Africa	1
15. Subregion-wide launch of flagship publications of ECA, such as the *Economic Report on Africa*, the *Report on Assessing Regional Integration in Africa*, the *African Governance Report* and the *African Gender and Development Index*	2
Technical materials	
16. Policy brief and research papers on priority development issues in Africa	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
17. Subregional Coordination Mechanism for Southern Africa	2
18. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
19. Subregional Coordination Mechanism for Southern Africa	2
20. Thematic clusters of the Regional Coordination Mechanism for Africa	2

Category	Quantity
Other services	
21. Web-based information site on the subregional office for Southern Africa	1
22. Maintenance of a statistical database on economic and social conditions in countries in Southern Africa	1
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
23. Advisory services to member States, the Southern African Development Community and the Common Market for Eastern and Southern Africa, intergovernmental organizations and civil society organizations towards the implementation of activities on key thematic areas of collaboration with regional economic communities and on priority development issues to strengthen regional integration in Southern Africa in the context of the United Nations capacity-building framework for the African Union, the African Peer Review Mechanism, NEPAD and internationally agreed development goals, including the Sustainable Development Goals, and ensure the formulation and implementation of harmonized macroeconomic and sectoral policies and programmes in the subregion	6
Fellowships and grants	
24. To enhance the capacity of delivering country profiles and implementing subregional initiatives	4

18A.140 The distribution of resources for subprogramme 7, component 5, is reflected in table 18A.46.

Table 18A.46 **Resource requirements: subprogramme 7, component 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 396.4	4 396.4	22	22
Non-post	2 312.5	2 211.3	–	–
Subtotal	**6 708.9**	**6 607.7**	**22**	**22**
Extrabudgetary	441.1	391.5	1	–
Total	**7 150.0**	**6 999.2**	**23**	**22**

18A.141 The amount of $6,607,700, reflecting a decrease of $101,200 compared with the appropriation for 2016-2017, would provide for the continuation of 22 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 2 P-2, 3 National Professional Officer and 8 Local level) ($4,396,400) and non-post resources, primarily under contractual services, experts and general operating expenses ($2,211,300), to support the implementation of mandates under the programme.

18A.142 The reduction is due to decreased requirements under contractual services and general operating expenses, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.143 During the biennium 2018-2019, projected extrabudgetary resources amounting to $391,500 would provide for non-post resources. The decrease of $49,600 is due mainly to the abolishment of the Local level post.

Subprogramme 8
Development planning and administration

Resource requirements (before recosting): $2,600,000

18A.144 Substantive responsibility for this subprogramme is vested within the African Institute for Economic Development and Planning, which acts as the training arm of ECA. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.47 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve public sector management and development planning in support of member States' structural transformation

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States for better development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning	(i) Increased number of member States adopting and applying appropriate planning approaches, policies, and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of the African Institute for Economic Development and Planning	Target	30	25	18	
		Estimate		25	18	10
		Actual			10	10
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at the African Institute for Economic Development and Planning in development planning, public administration and results-based management	Target	10	9		
		Estimate		9	9	
		Actual			9	
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the Division	Target	28	25	15	
		Estimate		25	18	9
		Actual			15	10
	(ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender	Target	8			
		Estimate				
		Actual				

External factors

18A.145 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) funds will be available to undertake all planned events, including fellowships; (b) the impact of the financial and economic crisis on donor countries does not affect the level of financial commitment of the donor community to fund courses; and (c) political economy and political will at all levels will serve not as obstacles, but as opportunities for enabling the adoption and application of recommended development planning and economic management approaches.

Outputs

18A.146 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.48 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning (IDEP)	4
2. Technical Advisory Committee of IDEP	4
Parliamentary documentation	
3. Reports to the IDEP Governing Council on the status of the subprogramme	4
4. IDEP Governing Council meeting reports	4
5. Progress reports to the IDEP Technical Advisory Committee	4
6. IDEP Technical Advisory Committee meeting report to the Governing Council	4
7. Statutory audit reports on the financial health of IDEP presented to the Governing Council	2
8. IDEP programme progress reports for the ECA Conference of Ministers of Finance, Planning and Economic Management	2
Other services	
Other ad hoc expert groups	
9. High-level policy dialogue events attended by policy officials from member States, private sector representatives and subject-matter experts to examine various issues pertaining to African economic development and planning, with a particular emphasis on those relating to the 2030 Agenda for Sustainable Development	4
10. Communities of practice for African development planners facilitated through electronic media	2
Other substantive activities (extrabudgetary)	
Booklets, pamphlets, fact sheets, wallcharts, information kits	
11. Information kit for IDEP comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories to promote the Institute's work produced (set)	1
Seminars	
12. Development seminars on top-of-mind topics on African economic development and planning	18
Exhibits, guided tours, lectures	
13. Field visits to explore practical applications of classroom learning in the areas of industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism	6
Technical materials	
14. Discussion papers presented by authors at research-related events co-organized by IDEP and partners, to be disseminated to the wider public through print and electronic media	4
15. Fellowship papers on relevant selected research topics published in journals	4

Outputs	Quantity
16. Policy briefs on outcomes of monthly development seminars organized by IDEP and partners disseminated to the wider public through print and electronic media	12
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
17. Advisory missions undertaken at the request of member States and regional economic communities, centred on economic management and development planning	6
18. Needs assessment missions undertaken to a sample of member States and regional economic communities to identify human capacity-building needs that can be addressed by skills training to be used in developing new on-site or tailor-made training courses	4
Training, seminars and workshops	
19. Two-week skills training courses targeting an average of 25 public officials, on various aspects of African economic development and planning	24
20. One-week skills training courses targeting an average of 25 public officials, on various aspects of African economic development and planning	16
21. E-learning courses in French and English based on selected ECA flagship publications targeting academia, civil society, the private sector and the public sector	8
22. E-learning courses in French and English via the IDEP online learning platform based on the current IDEP portfolio of regular courses and targeting civil society, the private sector and the public sector	12
23. Master's degree programmes with specializations of relevance to African development, targeting policymakers and offered in collaboration with recognized African universities	3
24. Curriculum development workshops to develop new courses addressing needs expressed by member States through IDEP needs assessment missions	4
Fellowships and grants	
25. To undertake quality research leading to publications on the management of economic policy and development planning	6
Administrative support services	
Central support services	
Archives and records management	
26. Books, journals and other library materials on economic management and development planning in French and English procured and made available to training participants and the wider public through the on-site and virtual library	1

18A.147 The distribution of resources for subprogramme 8 is reflected in table 18A.49.

Table 18A.49 **Resource requirements: subprogramme 8**

	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Non-post	2 600.0	2 600.0	–	–
Subtotal	**2 600.0**	**2 600.0**	–	–
Extrabudgetary	422.0	435.0	–	–
Total	**3 022.0**	**3 035.0**	–	–

18A.148 Non-post resources in the amount of $2,600,000 would provide for the grant to the African Institute for Economic Development and Planning, in accordance with General Assembly resolutions 45/248 A, section V; 46/185 C, section XVII; and 66/246.

18A.149 During the biennium 2018-2019, projected extrabudgetary resources amounting to $435,000, reflecting an increase of $13,000, would provide for grants and contributions.

Subprogramme 9
Social development policy

Resource requirements (before recosting): $5,729,000

18A.150 Substantive responsibility for this subprogramme is vested within the Social Development Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.50 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve inclusive and equitable sustainable human and social development for transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced capacity of member States to mainstream employment, social protection and nutrition security into national policies and strategies	Increased number of member States and regional economic communities implementing new policies, approaches and tools for employment promotion, nutrition security and social protection, with increased focus on gender in the attainment of their strategic goals and objectives	Target	18	15	12	
		Estimate		14	12	10
		Actual			12	10
(b) Enhanced capacity of member States to develop, implement and monitor population and youth policies, including migration, ageing and disability	Increased number of member States and regional economic communities utilizing ECA policy recommendations and tools to integrate population, ageing, migration, disability, youth development and other population-related issues into their national development policies and programmes, with a focus on gender equality	Target	15	10		
		Estimate		12	7	
		Actual			10	
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality	Target	12	5		
		Estimate		7		
		Actual				

External factors

18A.151 The subprogramme is expected to reach its objectives and expected accomplishments on the assumption that: (a) member States will allocate adequate human and social resources to the implementation of regional and international policy frameworks on social development, especially commitment to the 20-year review of the International Conference on Population and Development, the Copenhagen Declaration on Social Development, the Beijing Platform for Action, the United Nations Conference on Housing and Sustainable Urban Development and the implementation of policy frameworks on social development and urbanization, and commitment to the African Union NEPAD programme; (b) measures will be taken by member States to make data

and reports available to the subprogramme in a timely manner; (c) partners will be willing to collaborate and harmonize efforts to support ECA, member States and regional economic committees; and (d) member States and national policymakers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and the implementation of gender equality policies and strategies by allocating both human and financial resources.

Outputs

18A.152 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.51 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Third session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Third session of the Committee on Gender and Social Development	1
3. Annual report on social development in Africa to the joint annual meeting of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development	2
Other services	
Other ad hoc expert groups	
4. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
5. Migration in Africa	1
6. Age structural transitions in Africa	1
7. Ageing policy frameworks in Africa	1
8. Monitoring social investments in Africa	1
9. State of urbanization in Africa	1
10. Policy mapping	1
11. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
12. Urban data and statistics in Africa	1
Other substantive activities	
Recurrent publications	
13. *Africa Human Development Report*	1
Non-recurrent publications	
14. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
15. Migration in Africa	1
16. Policy mapping and human exclusion	1
17. Age structural transitions in Africa	1
18. Review of ageing policy frameworks in Africa	1
19. The youth bulge and employment opportunities in urban areas of Africa (2018)	2
20. State of urbanization in Africa	1
21. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
22. Urban data and statistics	1

Outputs	*Quantity*
23. Monitoring social investments in Africa	1
Technical materials	
24. Policy briefs on policy mapping: a tool for improved inclusivity	4
25. Training manual on integrating migration into national and sectoral plans	1
26. Training manual on integrating the demographic dividend into national and sectoral plans	1
27. Training manual on improved monitoring of social investments in Africa	1
28. Training manual on the demographic dividend as an entry point for the Sustainable Development Goals	1
29. Guidelines on mainstreaming urbanization into national development planning	1
Technical cooperation	
Advisory services	
30. Integrating population issues into the Sustainable Development Goals and Agenda 2063	15
31. Provision of advisory services to member States and regional economic communities on social protection, youth employment, health and nutrition-related interventions in the context of the Sustainable Development Goals	8
32. Integrating migration issues into national development planning in the context of the Sustainable Development Goals	5
Fellowships and grants	
33. Demographic dividend, employment, urbanization, migration	4
Training, seminars and workshops	
34. In collaboration with IDEP and the Capacity Development Division, on capacity-building for policymakers on mainstreaming social development into national development planning	20

18A.153 The distribution of resources for subprogramme 9 is reflected in table 18A.52.

Table 18A.52 **Resource requirements: subprogramme 9**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 784.2	4 787.4	22	21
Non-post	1 040.5	941.6	–	–
Subtotal	**5 824.7**	**5 729.0**	**22**	**21**
Extrabudgetary	1 501.3	1 540.4	2	2
Total	**7 326.0**	**7 269.4**	**24**	**23**

18A.154 Post resources in the amount of $4,787,400, reflecting an increase of $3,200 compared with the appropriation for 2016-2017, would provide for the financing of 21 posts (1 D-1, 3 P-5, 3 P-4, 5 P-3, 1 P-2, 1 National Professional Officer and 7 Local level) to support the implementation of mandates under the programme. The increase is the net effect of: (a) the biennial provision of resources for the new post of Data Specialist (National Professional Officer) established in the biennium 2016-2017 in support of the implementation of the 2030 Agenda for Sustainable Development; (b) the downward reclassification of a post of Social Affairs Officer (P-4) as a P-3 post to better reflect the subprogramme's focus on the collection of robust data and statistics; and (c) the abolishment of a post of Senior Research Assistant (Local level) made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.155 Non-post resources in the amount of $941,600, reflecting a decrease of $98,900 compared with the appropriation for 2016-2017, would provide primarily for grants and contributions and experts. The reduction is due primarily to the removal of a non-recurrent provision for consultants, experts and contractual services relating to the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration in 2017.

18A.156 During the biennium 2018-2019, projected extrabudgetary resources amounting to $1,540,400 would provide for two posts (1 P-4 and 1 Local level) and non-post resources. The increase of $39,100 reflects the additional requirements for consultants to assist the subprogramme in the delivery of its outputs, especially with regard to the increased demand from member States for advisory services.

D. Programme support

Resource requirements (before recosting): $56,386,600

18A.157 Programme support services encompass the functions and structures relating to the Division of Administration. The functions include: (a) the management and development of human resources; (b) the management of the United Nations Conference Centre in Addis Ababa; (c) supply chain management; (d) facilities management; (e) the management of the United Nations Health Care Centre; (f) financial accounting; and (g) protocol, travel and transport services.

18A.158 During the biennium 2018-2019, the Division of Administration will continue to provide the services mentioned above to ensure efficient support for the functions and services of ECA headquarters in Addis Ababa, the five subregional offices and the African Institute for Economic Development and Planning. The Division will also coordinate with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework.

18A.159 The key focus areas will be the implementation of United Nations system-wide projects such as Umoja; the strategic capital review; quality support for staff members in terms of career advancement and development; the further delegation of authority to the subregional offices in the areas of human and financial resources services; the renovation of Africa Hall; support for the new office facility, which hosts an additional 680 staff of the United Nations system; the coordination of business continuity and organizational resilience and response support for nearly 30 United Nations agencies serving in Ethiopia; and greater coordination with member organizations/offices to further strengthen the medical services provided at the United Nations Health Care Centre.

18A.160 The distribution of resources for programme support is reflected in table 18A.53.

Table 18A.53 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	27 857.4	27 260.9	237	229
Non-post	30 555.7	29 125.7	–	–
Subtotal	**58 413.1**	**56 386.6**	**237**	**229**
Extrabudgetary	6 217.1	4 664.8	78	50
Total	**64 630.2**	**61 051.4**	**315**	**279**

18A.161 Post resources in the amount of $27,260,900, reflecting a net decrease $596,500 compared with the appropriation for 2016-2017, would provide for the financing of 229 posts (1 D-1, 10 P-5, 18 P-4, 19 P-3, 8 P-2, 2 National Professional Officer and 171 Local level). The net decrease is the result

of: (a) the outward redeployment of two posts (1 Associate Programme Officer (P-2) to executive direction and management and 1 Staff Assistant (Local level) to subprogramme 5; (b) the upward reclassification of a post of Chief of Unit, Public Information (P-3) as a P-4 post in the Publications and Documentation Section, justified by the need to upgrade the post of Chief of the Printing and Publishing Unit in line with the revamping and strengthening of the print shop; (c) the proposed establishment of a post of Chief of Section, Office of the Director of Administration (P-5), to be offset by the abolishment of a post of Human Resources Officer (P-3) and a post of Supply Assistant (Local level); (d) the abolishment of five Local level posts (Finance Assistant, Human Resource Assistant, Printing Press Operator, Telecommunications Technician and Team Assistant), made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019; and (e) the biennial provision of resources for the new post of Printing Press Operator (Local level) established in 2016-2017.

18A.162 The new post of Chief of the Office (P-5), to be established on a cost-neutral basis, taking into account the delayed impact of resources in 2020-2021, would strengthen management accountability and effective programme delivery with high-quality impact in line with results-based management.

18A.163 Non-post resources in the amount of $29,125,700, reflecting a net decrease of $1,430,000 compared with the appropriation for 2016-2017, would provide primarily for general operating expenses, contractual services, furniture and equipment, other staff costs and supplies and materials. The reduction is due mainly to: (a) the removal of non-recurrent requirements relating to non-post resources for the renovation of the Africa Hall building, pending the submission of a detailed progress report at the main part of the seventy-second session of the General Assembly; and (b) decreased requirements under supplies and materials, general operating expenses and furniture and equipment, which are made possible by efficiencies that ECA plans to bring about in the biennium 2018-2019.

18A.164 During the biennium 2018-2019, projected extrabudgetary resources amounting to $4,664,800 would provide for 50 posts (1 P-4, 5 P-3, 6 National Professional Officer and 38 Local level). The decrease of $1,552,300 reflects a reduction under posts, which corresponds to the abolishment of 30 posts (1 P-4, 2 National Professional Officer and 27 Local level), offset in part by the establishment of two P-3 posts to reinforce the Library and Knowledge Services Section.

Section 18B
Regional Commissions New York Office

Overview

Table 18B.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	1 961 000
Changes within and/or across section(s)	15 700
Total resource change	15 700
Proposal of the Secretary-General for 2018-2019[a]	1 976 700

[a] At 2016-2017 revised rates.

Table 18B.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	6	1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Proposed for the biennium 2018-2019	6	1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)

Overall orientation

18B.1 The programme is under the responsibility of the Regional Commissions New York Office.

18B.2 The Regional Commissions New York Office is a joint office for coordination, representation and policy advice at the global level for the five United Nations regional commissions (ECA, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe and the Economic and Social Commission for Western Asia). Its overall objective is to backstop the effective implementation of legislative mandates at the regional level through the provision of strategic policy advice to the regional commissions on relevant global developments that have a bearing on their positioning and implications for their programme of work.

18B.3 In pursuing that objective, the Office assumes the following key functions: providing strategic policy advice to the regional commissions on United Nations deliberations that have a bearing on their positioning and the effective implementation of their programmes of work; supporting and ensuring representation at relevant United Nations global intergovernmental and inter-agency bodies with a view to informing and influencing decision-making from a regional perspective; enhancing and promoting coordination and interregional cooperation among the regional commissions; carrying out analysis and producing policy papers and concept notes for consideration by executive secretaries; and preparing joint position papers and documents.

18B.4 In that context, the Office serves as a focal point for all five regional commissions at United Nations Headquarters and carries out substantive and representational functions for them, collectively and/or individually, at the intergovernmental bodies of the United Nations, notably the General Assembly and the Economic and Social Council, under agenda items relevant to the work of the commissions. The Office also monitors and reports on activities at Headquarters and provides policy recommendations and analysis relating to intergovernmental deliberations and inter-agency coordination with a bearing on the positions, roles, mandates and programmes of their work. Moreover, the Office facilitates coordination and cooperation among the commissions in the planning and implementation of programmes and on issues of common interest.

18B.5 The Office serves as the focal point for substantive and coordination activities of the five regional commissions carried out with departments, offices and funds and programmes at United Nations Headquarters. It represents the commissions at United Nations global inter-agency and intra-Secretariat meetings, including the United Nations System Chief Executives Board for Coordination machinery, with a view to ensuring coherent, consistent, balanced and cost-effective representation of all the commissions, as well as improved harmonization and cooperation among them. It provides the commissions with analysis and synthesis of developments within the global inter-agency machineries, as well as policy recommendations relating to those developments. As part of its outreach role on behalf of the commissions, the Office maintains regular contact with the permanent missions of Member States to the United Nations, relevant intergovernmental and non-governmental organizations, liaison offices of organizations of the United Nations system, academia and the public at the global level to inform them about the activities of the commissions.

18B.6 The Office acts as a catalyst for interregional cooperation among the five regional commissions. The Director of the Office serves as the Secretary of the regular annual meetings of the executive secretaries of the commissions, the highest instance of coordination among the commissions. The Office also participates as an ex officio member in the meetings of the chiefs of programme planning of the commissions and in the network seeking programmatic coordination and cooperation, as well as in the harmonization of business practices and the exchange of best practices among the commissions. In addition, the Office holds periodic meetings, including through videoconferences or teleconferences, among substantive focal points of the commissions to ensure the coordination and harmonization of positions at the global level and promote cooperation. The Office represents the commissions and coordinates the submission of their project proposals to the Steering Committee of the United Nations Development Account with a view to identifying opportunities for synergies and interregional cooperation. The Office prepares,

in consultation with the commissions, reports of the Secretary-General to the Economic and Social Council on regional cooperation and their addenda, and coordinates the inputs of the commissions to global development policy processes and other relevant reports of the Secretary-General. It also initiates, prepares and/or coordinates joint policy papers and publications for the commissions, as appropriate.

Overview of resources

18B.7 The overall resources proposed for the biennium 2018-2019 amount to $1,976,700 before recosting, reflecting a net increase of $15,700 (or 0.8 per cent) compared with the appropriation for 2016-2017. Resource changes result from changes across sections.

Table 18B.3 **Financial resources by component**

(Thousands of United States dollars)

Regular budget

			Resource changes								
Component	*2014-2015 expenditure*	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across sections)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
18B Regional Commissions New York Office	1 873.3	1 961.0	–	–	15.7	–	0.8	–	1 976.7	55.4	2 032.1
Total	**1 873.3**	**1 961.0**	**–**	**–**	**15.7**	**–**	**0.8**	**–**	**1 976.7**	**55.4**	**2 032.1**

Table 18B.4 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
Professional and higher										
USG										
D-2										
D-1	1	1							1	1
P-5	1	1							1	1
P-4/3	2	2							2	2
P-2/1										
Subtotal	**4**	**4**							**4**	**4**
General Service										
Other level	2	2							2	2
Subtotal	**2**	**2**							**2**	**2**
Total	**6**	**6**							**6**	**6**

Changes within and/or across section(s)

18B.8 Resource changes reflect an increase of $15,700 relating to the redeployment of resources from section 19 in line with General Assembly resolution 70/247 and the recommendation of the

Advisory Committee on Administrative and Budgetary Questions, contained in its first report on the proposed programme budget for the biennium 2016/2017 (see A/70/7, para. V.36), to provide for the travel of one staff member from the New York Office to attend each annual session of the Commission to ensure that global issues are brought to the Commission's attention.

Table 18B.5 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To backstop the effective implementation of legislative mandates at the regional level through the provision of policy advice to the regional commissions on relevant global developments with a bearing on their strategic positioning and/or implications for their programme of work

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Appropriate policy recommendations are submitted to the regional commissions on policy development relating to international and regional cooperation, and relevant developments and decisions at the United Nations intergovernmental, inter-agency and interdepartmental machineries are monitored, analysed and reported upon	(i) Number of recommendations submitted by the Regional Commissions New York Office and upheld by the executive secretaries through their coordination meetings	Target	60	60		
		Estimate		60	60	
		Actual			60	70
	(ii) Number of briefings and reports for information or policy advice provided to the regional commissions on major policy discussions and decisions taken at the intergovernmental and inter-agency bodies of the United Nations with important implications for their roles and mandates. Such bodies include the General Assembly, the Economic and Social Council and their subsidiaries; the United Nations System Chief Executives Board for Coordination, including the High-level Committee on Management, the United Nations Development Group and their subsidiaries; and the Executive Committee on Economic and Social Affairs and the Development Account Steering Committee	Target	50			
		Estimate		50	45	
		Actual			70	
(b) Decision-making at United Nations Headquarters is informed and influenced by policy perspectives, decisions, programme contributions and activities of the regional commissions	(i) Number of General Assembly resolutions with explicit mandates or relevance to the programmes of work of the regional commissions	Target	60	60	64	
		Estimate		60	60	64
		Actual			60	64
	(ii) Number of Economic and Social Council resolutions with explicit mandates or relevance to the programmes of work of the regional commissions	Target	30	30	25	
		Estimate		30	30	25
		Actual			30	25

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	(iii) Timely submission of the annual report of the Secretary-General to the Economic and Social Council on "regional cooperation in the economic, social and related fields" with appropriate analysis and information on regional perspectives and analysis of major development issues active on the global agenda; policy discussions and decisions taken by the ministerial and other high-level meetings and forums of the regional commissions; and progress in promoting system-wide coherence through its mandated Regional Coordination Mechanism and on ongoing interregional cooperation among the regional commissions	Target	2	2	2	
		Estimate		2	2	2
		Actual			2	2
(c) Enhanced interregional cooperation among the regional commissions	(i) Number of joint initiatives, events, policy and position papers undertaken and/or effectively supported by the Office	Target	10	10	10	
		Estimate		10	10	10
		Actual			17	10
	(ii) Number of interregional Development Account projects submitted by the Office to Development Account programme managers in exercise of its role as a clearing house of Development Account project proposals by the regional commissions and a member of the Development Account Steering Committee	Target	7	5	40	45
		Estimate		5	12	40
		Actual			12	14
(d) Office is effectively managed	Timely delivery of outputs and services [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Outputs

18B.9 During the biennium 2018-2019, the following outputs will be delivered:

Table 18B.6 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly and Economic and Social Council	
Substantive servicing of meetings	
1. Provision of substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions	6
2. Representation of the five regional commissions at Headquarters during intergovernmental meetings	400

Outputs	Quantity
3. Substantive servicing of and support for meetings of the regional commissions as the coordinating secretariat of interregional cooperation (e.g., meeting of executive secretaries and others)	24
Parliamentary documentation	
4. Annual report of the Secretary-General on regional cooperation in the economic, social and related fields, submitted to the Economic and Social Council at its substantive session	2
Other substantive activities (regular budget and extrabudgetary)	
Booklets, fact sheets, wallcharts, information kits	
5. Provision of analysis and synthesis of relevant developments occurring at intergovernmental and inter-agency meetings held at Headquarters or attended by the Office on behalf of the commissions, and policy recommendations relating thereto	50
6. Provision of advice on global trends, challenges and opportunities that have a bearing on the work and the positioning of the regional commissions	60
7. Technical materials for outside users (databases, software); maintenance and updating of the website of the Office	1
8. Representation of the five regional commissions at inter-agency and interdepartmental meetings held at Headquarters	200
9. Acting as a clearing house for the project proposals of the commissions funded from the United Nations Development Account	33

18B.10 The distribution of resources is reflected in table 18B.7.

Table 18B.7 **Resource requirements**

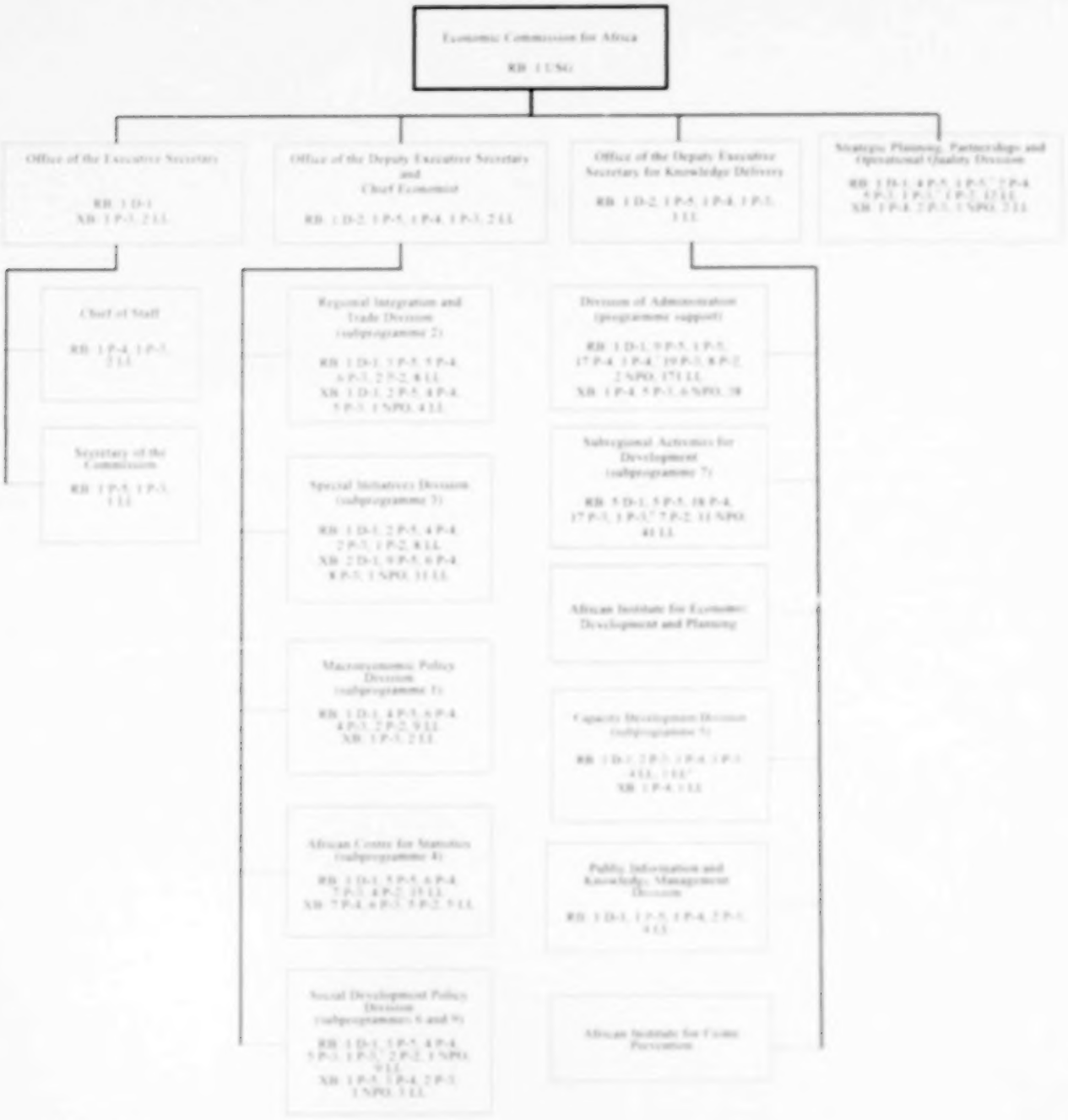
	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	1 844.8	1 844.8	6	6
Non-post	116.2	131.9	–	–
Total	**1 961.0**	**1 976.7**	**6**	**6**

18B.11 Post resources in the amount of $1,844,800 would provide for the continuation of six posts (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 General Service (Other level)) in the Regional Commissions New York Office.

18B.12 Non-post resources in the amount of $131,900, reflecting an increase of $15,700 compared with the appropriation for 2016-2017, would provide primarily for the travel of staff, contractual services and other staff costs. The increase is due to the inward redeployment under travel of staff from section 19.

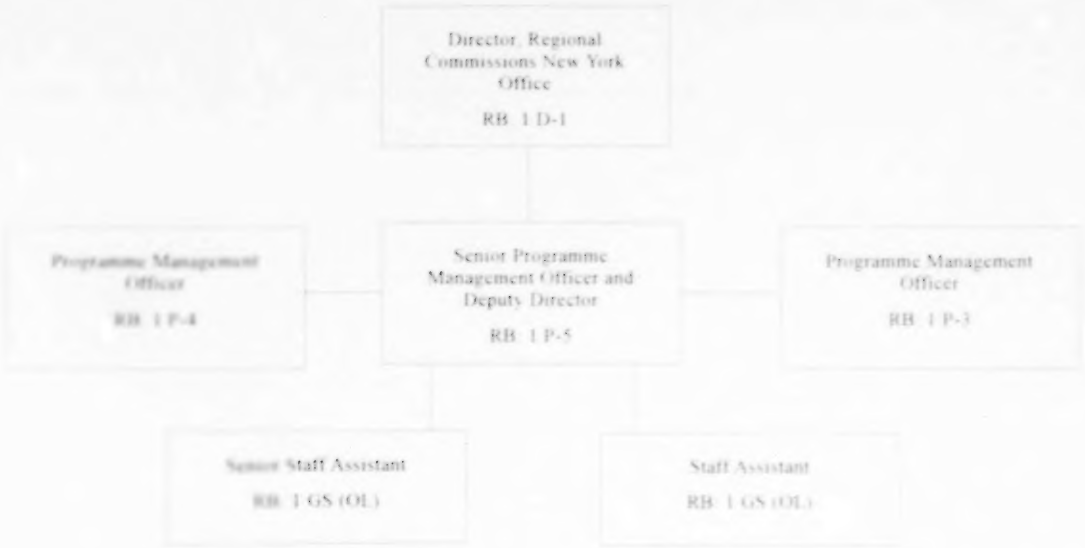
Annex I

A. Organizational structure for the Economic Commission for Africa and post distribution for the biennium 2018-2019


Economic Commission for Africa
RB: 1 USG
Office of the Executive Secretary
RB: 1 D-1
XB: 3 P-3, 2 LL
Office of the Deputy Executive Secretary and Chief Economist
RB: 1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 LL
Office of the Deputy Executive Secretary for Knowledge Delivery
RB: 1 D-2, 1 P-5, 1 P-4, 1 P-3, 3 LL
Strategic Planning, Partnerships and Operational Quality Division
RB: 1 D-1, 4 P-5, 1 P-5, [a] 2 P-4, 6 P-3, 1 P-3, [a] 1 P-2, 12 LL
XB: 1 P-4, 2 P-3, 1 NPO, 2 LL
Chief of Staff
RB: 1 P-4, 1 P-3, 2 LL
Secretary of the Commission
RB: 1 P-5, 1 P-3, 1 LL
Regional Integration and Trade Division (subprogramme 2)
RB: 1 D-1, 1 P-5, 5 P-4, 6 P-3, 2 P-2, 8 LL
XB: 1 D-1, 2 P-5, 4 P-4, 5 P-3, 1 NPO, 4 LL
Special Initiatives Division (subprogramme 3)
RB: 1 D-1, 2 P-5, 4 P-4, 2 P-3, 1 P-2, 8 LL
XB: 2 D-1, 9 P-5, 6 P-4, 8 P-3, 1 NPO, 11 LL
Macroeconomic Policy Division (subprogramme 1)
RB: 1 D-1, 4 P-5, 6 P-4, 4 P-3, 2 P-2, 9 LL
XB: 1 P-3, 2 LL
African Centre for Statistics (subprogramme 4)
RB: 1 D-1, 5 P-5, 6 P-4, 7 P-3, 4 P-2, 19 LL
XB: 7 P-4, 6 P-3, 5 P-2, 5 LL
Social Development Policy Division (subprogrammes 6 and 9)
RB: 1 D-1, 3 P-5, 4 P-4, 5 P-3, 1 P-3, [a] 2 P-2, 1 NPO, 9 LL
XB: 1 P-5, 1 P-4, 2 P-3, 1 NPO, 3 LL
Division of Administration (programme support)
RB: 1 D-1, 9 P-5, 1 P-5, 17 P-4, 1 P-4, [a] 19 P-3, 8 P-2, 2 NPO, 171 LL
XB: 1 P-4, 5 P-3, 6 NPO, 38
Subregional Activities for Development (subprogramme 7)
RB: 5 D-1, 5 P-5, 18 P-4, 17 P-3, 1 P-3, [a] 7 P-2, 11 NPO, 41 LL
African Institute for Economic Development and Planning
Capacity Development Division (subprogramme 5)
RB: 1 D-1, 2 P-5, 3 P-4, 3 P-3, 4 LL, 1 LL [a]
XB: 1 P-4, 1 LL
Public Information and Knowledge Management Division
RB: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 4 LL
African Institute for Crime Prevention

[a] Redeployment.
[b] Reclassification.
[c] New.

B. Organizational structure for the Regional Commissions New York Office and post distribution for the biennium 2018-2019



Annex II

Summary of follow-up actions taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services	
(Report 2015/040)	
The Economic Commission for Africa (ECA) should develop and implement mechanisms to enable it to take timely action to exercise contractual remedies for poor performance by contractors (recommendation 1).	ECA has taken action to ensure that all legal agreements and contracts benefit from a through legal review by a Legal Adviser at the P-5 level and a Legal Officer at the P-3 level. All performance bonds require clearance by the legal team to ensure that they conform to the standard United Nations "unconditional" independent bank guarantee obligation, and in the past few months the Supply Chain Management Section has consistently sought legal review on contractual matters to ensure that the Commission's exposure to legal risk is minimized. Moving forward, the legal team will play a key role in future construction projects by providing legal guidance throughout the construction cycle in order to identify potential legal issues in a timely manner and assert all remedies available to ECA.
ECA should develop dedicated project management capacity for ongoing and future construction projects to enable it to deliver such projects on time and within approved budgets and to effectively manage the related construction contracts (recommendation 2).	ECA has begun to take measures to ensure the existence of a dedicated project management capacity/team reporting directly to the Director of Administration for construction projects that will guarantee timely delivery and budgetary effectiveness.
The Office of Central Support Services, in conjunction with ECA, should develop a more comprehensive list of lessons learned from the new office facility project and incorporate them into ongoing and future ECA capital projects (recommendation 4).	The comprehensive list was developed and reported in the report to the Secretary-General.
(Report 2016/012)	
ECA should develop and include in memorandums of understanding a mechanism to address non-compliance by beneficiaries with terms under which they received funding to conduct project activities (recommendation 2).	The clause has been included, which will be standard in all donor and other agreements.
(Report 2015/115)	
ECA should implement procedures to ensure subprogrammes consistently utilize the existing mechanism to identify, capture, value, record and report on all in-kind contributions to the technical cooperation projects (recommendation 6).	The existing template is systematically utilized to identify, capture and report on all in-kind contributions.